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Financing of the United Nations Stabilization Mission in Haiti

Budget for the United Nations Stabilization Mission in Haiti for the period from 1 July 2011 to 30 June 2012

Report of the Secretary-General

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Summary

The present report contains the budget for the United Nations Stabilization Mission in Haiti (MINUSTAH) for the period from 1 July 2011 to 30 June 2012, which amounts to $810,305,000.

The budget provides for the deployment of 8,940 military contingent personnel, 1,451 United Nations police officers (including 100 categorized as Government-provided personnel), 2,940 formed police personnel, 668 international staff, 1,532 national staff and 277 United Nations Volunteers, including temporary positions.

The total resource requirements for MINUSTAH for the financial period from 1 July 2011 to 30 June 2012 have been linked to the Mission's objective through a number of results-based-budgeting frameworks, organized according to components (democratic development and consolidation of State authority; security, public order and development of the rule of law; human rights; humanitarian and development coordination; and support). The human resources of the Mission, in terms of the number of personnel, have been attributed to the individual components, with the exception of the Mission's executive direction and management, which can be attributed to the Mission as a whole.

The explanations of variances in resource levels, both human resources and financial resources, have been linked, where applicable, to specific outputs planned by the Mission.

Financial resources

(Thousands of United States dollars. Budget year is from 1 July to 30 June.)

Category	*Expenditures (2009/10)*	*Apportionment (2010/11)*	*Cost estimates (2011/12)*	*Variance*	
				Amount	*Percentage*
Military and police personnel	295 307.0	396 341.3	369 980.5	(26 360.8)	(6.7)
Civilian personnel	148 000.6	157 429.1	172 862.6	15 433.5	9.8
Operational costs	270 433.0	300 057.0	267 461.9	32 595.1	(10.9)
Gross requirements	**713 740.6**	**853 827.4**	**810 305.0**	**(43 522.4)**	**(5.1)**
Staff assessment income	14 152.8	17 314.6	18 070.0	755.4	4.4
Net requirements	**699 587.8**	**836 512.8**	**792 235.0**	**(44 277.8)**	**(5.3)**
Voluntary contributions in kind (budgeted)	—	—	—	—	—
Total requirements	**713 740.6**	**853 827.4**	**810 305.0**	**(43 522.4)**	**(5.1)**

Human resources[a]

	Military observers	Military contingents	United Nations police	Formed police units	International staff	National staff[b]	Temporary positions[c]	United Nations Volunteers	Government-provided personnel[d]	Total
Executive direction and management										
Approved 2010/11	—	—	—	—	21	12	21	—	—	54
Proposed 2011/12	—	—	—	—	15	18	18	—	—	51
Components										
Democratic development and consolidation of state authority										
Approved 2010/11	—	—	—	—	81	118	49	48	—	296
Proposed 2011/12	—	—	—	—	78	120	47	48	—	293
Security, public order and development of the rule of law										
Approved 2010/11	—	8 940	1 351	2 940	50	51	50	42	100	13 524
Proposed 2011/12	—	8 940	1 351	2 940	47	54	50	42	100	13 524
Human rights										
Approved 2010/11	—	—	—	—	24	32	12	11	—	79
Proposed 2011/12	—	—	—	—	23	32	12	11	—	78
Humanitarian and development coordination										
Approved 2010/11	—	—	—	—	6	9	7	1	—	23
Proposed 2011/12	—	—	—	—	6	9	7	1	—	23
Support										
Approved 2010/11	—	—	—	—	351	1 011	304	175	—	1 841
Proposed 2011/12	—	—	—	—	306	1 054	304	175	—	1 839
Total										
Approved 2010/11	—	8 940	1 351	2 940	533	1 233	443	277	100	15 817
Proposed 2011/12	—	8 940	1 351	2 940	475	1 287	438	277	100	15 808
Net change	—	—	—	—	(58)	54	(5)	—	—	(9)

[a] Represents highest level of authorized/proposed strength.
[b] Includes National Officers and national General Service staff.
[c] Funded under general temporary assistance.
[d] Included as part of the 1,451 United Nations police authorized by the Security Council.

The actions to be taken by the General Assembly are set out in section IV of the present report.

I. Mandate and planned results

A. Overall

1. The mandate of the United Nations Stabilization Mission in Haiti (MINUSTAH) was established by the Security Council in its resolution 1542 (2004). The Council, by its resolution 1944 (2010), decided to extend the mandate of MINUSTAH until 15 October 2011 and to maintain the current overall force levels, which consist of a military component of up to 8,940 troops of all ranks and a police component of up to 4,391 police, including 2,940 formed units.

2. MINUSTAH is mandated to help the Security Council achieve an overall objective, namely, to restore peace and security and to further the constitutional and political process in Haiti. In the wake of the 12 January 2010 earthquake, this overall objective entails preserving the gains of stabilization made since 2004 and enabling humanitarian, recovery and reconstruction activities.

3. Within this overall objective, MINUSTAH will, during the budget period, contribute to a number of expected accomplishments by delivering key outputs, shown in the frameworks below. These frameworks are organized according to five components: (a) democratic development and consolidation of State authority; (b) security, public order and development of the rule of law; (c) human rights; (d) humanitarian and development coordination; and (e) support.

4. The expected accomplishments would lead to the fulfilment of the Security Council's objective within the lifetime of the Mission, and the indicators of achievement show a measure of progress towards such accomplishments during the budget period. The human resources of MINUSTAH, in terms of the number of personnel, have been attributed to the individual components, with the exception of the Mission's executive direction and management, which can be attributed to the Mission as a whole. Variances in the number of personnel compared to the 2010/11 period, have been explained under the respective components.

5. The Mission is established in all 10 of Haiti's departments and maintains its headquarters in the capital, Port-au-Prince. Following the earthquake of 12 January 2010, which severely damaged the capital, the Mission's main headquarters moved to interim premises at its logistics base in Port-au-Prince airport. The Mission's logistics base also serves as temporary quarters for United Nations agencies, funds and programmes, whose premises were also damaged by the earthquake. In addition, Mission support offices in Port-au-Prince have been relocated to Santo Domingo, where MINUSTAH established the Liaison and Support Centre in the aftermath of the earthquake.

6. The MINUSTAH regional offices are established in the principal cities of the 10 departments: Port-au-Prince (West); Port-de-Paix (North-west); Cap-Haïtien (North); Fort-Liberté (North-east); Hinche (Centre); Gonaïves (Artibonite); Miragoâne (Nippes); Jacmel (South-east); Les Cayes (South) and Jérémie (Grande-Anse). MINUSTAH also has a sub-office in Saint-Marc (Artibonite) and, since February 2010, an office in Léogâne (West), which was established to coordinate and support United Nations relief and reconstruction operations at the epicentre of the earthquake.

7. The military component of the Mission is currently deployed in 10 areas of responsibility, with the contingents deployed in 26 locations. The military has closely aligned its area of operation with the departmental division of the country. After the earthquake, and pursuant to Security Council resolution 1908 (2010), the military component was reinforced with one infantry battalion and two infantry companies, four engineering companies (including one which is expected to be deployed in 2011), one military police platoon, medical doctors (for a level-II hospital) and staff officers (for mission headquarters) to strengthen the Mission's capacity to support the immediate recovery, reconstruction and stability efforts. Following the withdrawal of over 22,000 non-United Nations military personnel, which had been deployed following the earthquake, the military component assumed a greater role in ensuring a secure and stable environment and supporting relief and recovery efforts.

8. The United Nations police component is deployed in all 10 departments and co-located in 64 main police stations throughout the country. The co-location programme in commissariats was expanded during the 2010/11 period to strengthen the capacity of the Haitian National Police after the earthquake. The United Nations police increased its deployment in Port-au-Prince and other cities affected by the seism to enable joint operations with the national police in camps for internally displaced persons and in crime-prone areas. By early December 2010, the Mission had deployed 13 of the 16 formed police units currently authorized by the Security Council. Eight formed police units are deployed in Port-au-Prince to provide security in camps for internally displaced persons and support security operations during elections in the metropolitan area of the capital city. The other five formed police units are based in Gonaïves, Les Cayes, Hinche, Morne Casse and Cap-Haïtien. An additional formed police unit is expected to be deployed in each of the following locations: Jérémie, Jacmel and Port-de-Paix. Full deployment is expected by mid-2011.

9. Pursuant to Security Council resolution 1780 (2007), the Mission has established its presence, with Spanish-speaking troops, at four land border crossing points (Ouanaminthe, Belladère, Malpasse, Anse-à-Pitres) and has deployed military contingents and patrol boats at four maritime locations (Fort-Liberté, Gonaïves, Port-Salut and Jacmel). Deployment has been delayed in Killick pending authorization by the Government, while deployment in Port-de-Paix, which was delayed in the past due to limited engineering resources, is set to advance by midyear in 2011. The Mission will maintain its presence through the co-location of MINUSTAH police and civil affairs offices with, or adjacent to, the offices of Haitian customs, immigration-emigration and security authorities in 10 ports (Fort-Liberté, Cap-Haïtien, Port-de-Paix, Gonaïves, Saint-Marc, Port-au-Prince, Miragoâne, Jérémie, Les Cayes and Jacmel) and in the four land border locations of Ouanaminthe, Belladère, Malpasse and Anse-à-Pitres.

B. Planning assumptions and mission support initiatives

10. Haiti has made considerable progress towards stabilization and sustained economic development since the establishment of MINUSTAH in 2004. While the earthquake of January 2010 did not destroy these gains, it did damage them significantly. Today, Haiti faces a combination of post-disaster and stabilization challenges, of which three stand out: (a) maintaining stability to enable recovery,

reconstruction and institutional reforms; (b) building State capacity to maintain the operations of rule-of-law institutions, to protect human rights and to mitigate natural disasters; and (c) coordinating international aid to ensure that it does not exacerbate the unequal distribution of opportunities that has long fuelled instability and poverty in the country.

11. The earthquake triggered a major humanitarian crisis. Widespread destruction in Port-au-Prince left over 1.5 million people homeless, many of whom resettled in over 1,354 spontaneous settlement sites across the earthquake-affected areas, while 661,000 people fled the capital for the regions. A year after the earthquake, nearly 810,000 people still lived in 1,150 spontaneous and organized sites. Such sites range from a few families to more than 60,000 inhabitants and are generally at risk of flooding and extreme weather conditions. Living in camps has made women and children more vulnerable to gender-based violence, human trafficking and HIV/AIDS. Limited economic opportunities and the risk of eviction from private land now occupied by settlements increase their vulnerability. A cholera outbreak in October 2010 — the worst such outbreak reported in the country in decades — became an additional risk factor for vulnerable groups, particularly the displaced population. In November, Hurricane Thomas caused floods and landslides in several departments, including areas affected by the earthquake, leaving at least 21 people killed.

12. State institutions suffered a sudden loss of capacity, as about one third of the country's 60,000 civil servants were reported dead following the earthquake and scores of Government buildings, commissariats, courts and prisons sustained severe damage. These circumstances significantly worsened the already precarious situation of the public administration, the police, the judiciary and correctional institutions. The already substandard justice system was further weakened, and the destruction or absence of official records undermined the legal protection of earthquake victims. Rule-of-law reforms, a critical base on which all other progress rests, slowed down. An estimated 5,088 inmates, which is about 60 per cent of the prison population, including dangerous criminals and gang leaders, escaped from damaged prisons in the hours that followed the earthquake. The security environment remains complex and fluid. The impact of the emergency unfolded against the background of an election year. The February 2010 elections for the Chamber of Deputies and one third of the Senate were postponed, further contributing to a climate of political uncertainty.

13. In the aftermath of the earthquake, the Mission realigned its operations in order to meet four priorities: (a) maintaining political stability in the wake of the loss of State capacity and the postponement of elections; (b) restoring the capacity of the national police and judicial and correctional institutions to ensure security and rule of law; (c) increasing State capacity to protect the rights of vulnerable groups affected by the earthquake, in particular women and children; and (d) ensuring effective delivery of humanitarian aid and a well-resourced recovery process. The Mission was provided with a temporary surge capacity, comprising 2,000 additional military and 2,180 additional police personnel authorized by the Security Council in its resolutions 1908 (2010) and 1927 (2010) in January and June 2010, respectively, and 386 additional temporary civilian positions in the latter part of the 2010/11 period.

14. Throughout 2010, the Mission spearheaded efforts to defuse political tensions and enable a transition to a new president in the time frame established by the Constitution. United Nations police increased patrols and security at key locations to support the operational capacity of the national police to maintain public order. As spontaneous sites of internally displaced persons expanded, the focus of police activity shifted to the protection of camps. As of February 2011, United Nations security forces (police and/or military) were present in eight camps for internally displaced persons, with a combined population of approximately 454,700, which is more than half of the overall displaced population. United Nations police mobile teams provided random patrols in another 70 camps throughout Port-au-Prince and 6 camps in the Léogâne area. Meanwhile, military troops carried out daily patrols in 863 camps and settlements in Port-au-Prince, in particular foot patrols at night. Most United Nations police and military patrols are conducted jointly with the national police. Furthermore, community policing bases staffed by female officers of the national police and United Nations police have been established in order to encourage reporting of gender-based violence.

15. To support relief efforts and facilitate the movement of aid organizations, MINUSTAH military engineers helped to repair and improve roads in earthquake-affected areas and in border crossing points. MINUSTAH military engineers also helped to demolish damaged Government buildings, rehabilitate the national penitentiary and the National Police Academy, improve the terrain in camps for internally displaced persons and clear debris from schools, churches and hospitals. Military engineering efforts, a very visible example of the Mission's comparative advantage in supporting Haiti, are set to continue during the 2011/12 budget period.

16. Community violence reduction activities and quick-impact projects have been realigned and expanded with additional funding since the earthquake to address gaps in recovery activities, meet critical security needs and generate economic opportunities for displaced persons and communities living in violence-prone areas. With regard to border management, the Mission has refocused its priorities on the rehabilitation of the customs network and improving the capacity of the Government. To increase access of low-income communities to justice, the Mission assisted in the establishment of three legal aid offices targeting displaced persons in the Port-au-Prince area and two others in Bel Air and Cap-Haïtien. The Mission has assisted the Directorate of Prison Administration to build the capacity of corrections institutions affected by the earthquake and minimize the consequences of the loss of files and registries on pretrial detention and legal protection of detainees.

17. Haiti made significant progress towards security and stability in 2010. Despite a fragile political environment, the presidential and the postponed legislative elections were held on 28 November 2010. Security in the most vulnerable camps improved with the deterrent presence of joint patrols of United Nations forces and the national police. Nonetheless, addressing sexual and gender-based violence and crime in the camps remains a high priority for the 2011/12 period. Equally important, more than 370 escapees, out of the 5,088 that were at large since the earthquake, were re-arrested in joint operations by the United Nations and the national police between January and October 2010. Among them were several gang members believed to be responsible for a spate of kidnappings after the earthquake. In July 2010, the Tribunal of Port-au-Prince resumed hearings in makeshift offices, a sign that the operational capacity of judicial institutions affected by the seism was improving.

18. During the 2011/12 period, the Mission will expand and sustain the stabilization gains made since the earthquake, with a view to gradually bringing the surge effort to an end as security conditions improve and national capacity grows. The period from 1 July 2011 to 30 June 2012, which coincides with the first year in office of the newly elected President, deputies and senators, will be critical to political stability and democratic consolidation. An important development will be the approval and implementation by the incoming legislature in 2011 of a constitutional reform which, among other things, will affect the electoral calendar and the right to dual nationality. Against this background of political change, Haiti is poised to hold elections to the senate and municipal and local elections in late 2011. Municipal and local elections should have been held in 2010, but were postponed because of the logistical difficulties of organizing presidential, legislative and municipal elections simultaneously.

19. Reforms towards State decentralization and key reforms of the police, judiciary and corrections are expected to gain momentum during the 2011/12 period. The Mission's efforts in this regard will focus on a new rule-of-law compact, bringing together the Government, civil society and donors to reinforce a comprehensive reform agenda for the police, judiciary and corrections. The new rule-of-law compact will seek progress in achieving benchmarks for long-term security and stability, thereby allowing MINUSTAH to draw down and eventually withdraw from Haiti. Key benchmarks will include: (a) the establishment of a trained, disciplined and professional police force that would be able to provide security to the citizens and that would be less prone to the temptation of corruption; (b) prisons that are staffed by a sufficient number of adequately trained personnel and that are in compliance with international occupancy standards; (c) timely judicial proceedings and improved administrative management of cases, leading to fewer cases of prolonged pretrial detention; (d) access to justice through legal assistance and decentralization of justice; (e) key bodies, such as the Superior Council of the Judiciary becoming operational and functioning effectively; and (f) development and implementation of key legislation, including a reform of the Business Law, the Criminal Code and the Criminal Procedures Code.

20. Pursuant to Security Council resolution 1944 (2010), MINUSTAH will conduct a comprehensive assessment of the security situation following the transfer of power to the new Government in 2011 in order to develop a drawdown plan for the surge military and police personnel. Factors to be considered at that stage will be the security and political environment; the level of force support required for humanitarian assistance and recovery efforts; and the capacity of the national police, especially with regard to protection of displaced persons and other vulnerable groups. While the military and police drawdown is expected to continue through the 2011/12 period, military engineering capacity should be maintained at 2010 levels, to the extent possible, to meet the continued demand for support to recovery efforts.

21. The number of formed police units, which increased from 10 to 20 after the earthquake, pursuant to Security Council resolutions 1908 (2010) and 1927 (2010), are also expected to gradually draw down if security conditions remain stable after a new President takes office in May 2011. A peaceful handover of power would allow the Mission to reduce the overall number of formed police units after September 2011, upon completion of the tour of duty of some units. It is estimated that eight formed police units will remain deployed outside Port-au-Prince for the duration of the 2011/12 period to strengthen the national police capacity in the regions. While

the deployment of individual United Nations police officers outside Port-au-Prince is expected to remain at pre-earthquake levels, there will still be a need to maintain the surge of 200 United Nations police officers deployed after June 2011, pursuant to Security Council resolution 1927 (2010), in order to support the policing activities of the national police in the camps for internally displaced persons in the Port-au-Prince area and to further assist the national police in developing its capacity to combat gender-based violence. The deployment of United Nations police will be reduced gradually to the pre-earthquake strength of 951 police officers from the current authorized strength of 1,351, as the capacity of the national police to maintain law and order increases and as the resettlement of internally displaced persons progresses.

22. The civilian surge will gradually phase out as the Government's need for direct support diminishes and reconstruction efforts wind up. The 386 temporary civilian positions that were approved for the 2010/11 period are proposed to continue as temporary positions for the period from July 2011 to March 2012, to be linked with the duration of the surge. A few positions, including at the senior level, that were established to meet immediate early recovery needs are proposed to be abolished after June 2011. This drawdown, along with the gradual drawdown of military and police personnel, will be another step towards the end of the surge.

23. Pursuant to General Assembly resolution 65/248 of 24 December 2010 on the harmonization of conditions of service in the field, the present report reflects the proposed abolishment of 4 international posts (3 P-2 posts and 1 Field Service post) and the proposed conversion of 54 Field Service posts to national General Service posts. Vacancy rates for international and national staff have also been adjusted to take into account the proposed abolishment of international posts and the conversion of international posts to national posts.

24. Another indication that surge efforts are set to wind down during the 2011/12 budget period will be a reduction in direct support provided to the Government, State institutions and communities after the earthquake. The logistical support to build the capacity of rule-of-law institutions and speed up resettlement of displaced persons, which the Mission provided to the Government in 2010/11, pursuant to Security Council resolutions 1927 (2010) and 1944 (2010) will have no budgetary impact in the 2011/12 period other than the maintenance of United Nations-owned assets that will remain on loan to the Government of Haiti during the 2011/12 period. Resources for quick-impact projects are requested to remain at $7.5 million in the 2011/12 period. Meanwhile, funding for community violence reduction activities, which had risen to $14 million in the aftermath of the earthquake, is proposed to be maintained at $9 million for the 2011/12 period.

25. Acting within its current mandate, MINUSTAH will continue its collaboration with the Office for the Coordination of Humanitarian Affairs (OCHA) and the United Nations country team in supporting the humanitarian and recovery efforts during the 2011/12 period. Resource requirements for the 2011/12 period take into consideration the provision of logistical support for local and senatorial elections scheduled for the second half of 2011 and technical expert assistance to the Government, notably in the areas of police, justice, corrections, border management, elections and democratic governance.

C. Partnerships, country team coordination and integrated missions

26. Rebuilding Haiti and keeping its institutions on the path of democratic consolidation can only be possible through the concerted effort of its Government, international institutions, donors and non-governmental organizations. MINUSTAH is a critical actor in the consolidation of security, political stability and the rule of law. The Mission works in partnership with the United Nations country team, the Office of the Special Envoy for Haiti, donor Governments and other international and regional organizations, such as the Organization of American States, in supporting the elections. The Government of Haiti presented an Action Plan for National Recovery and Development at an international donor conference for Haiti on 31 March 2010. For the 2010/11 period, donors have disbursed 28.7 per cent ($1.28 billion) of the total pledge of $4.46 billion. An additional $1.57 billion has been committed to specific projects. The Government established the Interim Haiti Recovery Commission to coordinate and oversee recovery and reconstruction efforts. The United Nations is a member of the Commission, where it is represented by the United Nations Development Programme. A multi-donor trust fund managed by the World Bank, the Haiti Reconstruction Fund, was established to oversee the allocation of international resources towards projects approved by the Interim Haiti Recovery Commission. At the end of its mandate, which expires in October 2011, the functions of the Commission are expected to be transferred to a Government entity. The modalities of that transfer and the nature of the entity will most likely be decided by the incoming Government.

27. The Special Representative of the Secretary-General and Head of MINUSTAH is vested with the authority to coordinate all activities of United Nations agencies, funds and programmes, which are aligned with the Government's Action Plan for National Recovery and Development of March 2010. The Special Representative of the Secretary-General, therefore, plays a critical role in the coordination of international reconstruction efforts with the Interim Haiti Recovery Commission, in particular its co-chairs, the Prime Minister of Haiti and the former President of the United States of America and Special Envoy of the Secretary-General, William J. Clinton.

28. President Clinton was appointed Special Envoy for Haiti in May 2009 to enable economic growth and stability by mobilizing private sector investment and donor support. Following the January 2010 earthquake, the Secretary-General requested the Special Envoy to take on a coordination role in the relief and reconstruction efforts. The Special Envoy advocates for the international community to realize and sustain their commitments to Haiti for long-term recovery, and helps channel assistance effectively to communities in need. In cooperation with the Special Representative of the Secretary-General, the Special Envoy helps coordinate the work of United Nations agencies and other international partners in Haiti, including Government donors, private investors and non-governmental organizations.

29. In order to establish a joint strategy in support of stability and reconstruction after the earthquake of January 2010, MINUSTAH and the United Nations country team have developed a United Nations integrated strategic framework for Haiti. Based on a shared vision of the United Nations role in Haiti and its comparative advantage, the strategic framework identifies the strategic objectives and the expected results that the United Nations will collectively achieve by December

2011. It establishes a division of responsibilities among United Nations entities for the delivery of mutually reinforcing tasks for peace consolidation, social and economic recovery and long-term development. The period covered by the strategic framework corresponds to the time frame defined by the Government with regard to the March 2010 Action Plan for National Recovery and Development, with December 2011 seen as a turning point in the long-term reconstruction effort. Additionally, the time frame of the strategic framework coincides with the remaining phase of the 2009-2011 United Nations Development Assistance Framework. Since the strategic framework provides a platform for the realignment of United Nations country team programmes with the Action Plan, to reflect the reality on the ground after the seism, it supersedes the United Nations Development Assistance Framework as the main reference document for the United Nations system in Haiti until December 2011.

30. Drawing on the United Nations comparative advantages, the strategic framework identified five strategic objectives: (a) maintain security conditions conducive to political stability, credible presidential and legislative elections, and right-based values and policies, thus enabling the effective implementation of the Action Plan for National Recovery and Development; (b) strengthen the capacity of State institutions to provide police, justice and public administration services at the national and local levels, with particular regard to services for the displaced and vulnerable groups; (c) strengthen the capacity of local and national governments to mitigate and respond to disasters, to plan and manage return and resettlement of the affected population, including debris management, and to develop territorial plans based on population analysis; (d) reduce disparities and promote equitable access to high-quality basic social services, including health, food and nutrition, education, culture, water and sanitation, and protection, and helps to ensure that they are provided in a culturally and gender-sensitive and enabling environment, with particular attention to the most excluded and vulnerable groups and to gender; and (e) support the creation of new economic opportunities, in particular for women and youth, in the areas affected by the earthquake and areas of high displacement, through employment generation and additional agricultural income, while ensuring decent work and environmental sustainability.

D. Results-based-budgeting frameworks

31. In order to facilitate the presentation of proposed changes in human resources, six categories of possible action with respect to staffing have been identified. A definition of the terminology with respect to the six categories is contained in annex I.A of the present report.

Executive direction and management

32. Overall mission direction and management are to be provided by the immediate Office of the Special Representative of the Secretary-General.

Table 1
Human resources: executive direction and management

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	*Subtotal*	*National staff*	*United Nations Volunteers*	*Total*
Office of the Special Representative of the Secretary-General									
Approved posts 2010/11	1	1	3	1	3	9	6	—	15
Proposed posts 2011/12	1	1	3	1	—	6	9	—	15
Net change	—	—	—	—	(3)	(3)	3	—	—
Approved temporary positions[b] 2010/11	—	1	3	2	3	9	2	—	11
Proposed temporary positions[b] 2011/12	—	—	3	2	3	8	2	—	10
Net change	—	(1)	—	—	—	(1)	—	—	(1)
Office of the Deputy Special Representative of the Secretary-General									
Approved posts 2010/11	1	1	2	—	2	6	3	—	9
Proposed posts 2011/12	1	1	2	—	1	5	4	—	9
Net change	—	—	—	—	(1)	(1)	1	—	—
Approved temporary positions[b] 2010/11	—	—	2	1	1	4	1	—	5
Proposed temporary positions[b] 2011/12	—	—	2	1	1	4	1	—	5
Net change	—	—	—	—	—	—	—	—	—
Office of the Deputy Special Representative of the Secretary-General (humanitarian and development coordination)									
Approved 2010/11	1	1	2	—	2	6	3	—	9
Proposed 2011/12	1	1	2	—	—	4	5	—	9
Net change	—	—	—	—	(2)	(2)	2	—	—
Approved temporary positions[b] 2010/11	—	—	2	1	—	3	2	—	5
Proposed temporary positions[b] 2011/12	—	—	—	1	—	1	2	—	3
Net change	—	—	(2)	—	—	(2)	—	—	(2)
Total									
Approved posts 2010/11	3	3	7	1	7	21	12	—	33
Proposed posts 2011/12	3	3	7	1	1	15	18	—	33
Net change	—	—	—	—	(6)	(6)	6	—	—
Approved temporary positions[b] 2010/11	—	1	7	4	4	16	5	—	21
Proposed temporary positions[b] 2011/12	—	—	5	4	4	13	5	—	18
Net change	—	(1)	(2)	—	—	(3)	—	—	(3)

[a] Includes National Officers and national General Service staff.
[b] Funded under general temporary assistance.

Office of the Special Representative of the Secretary-General

International staff: decrease of 3 posts and 1 temporary position

National staff: increase of 3 posts

33. Pursuant to General Assembly resolution 65/248 on the harmonization of conditions of service in the field, it is proposed that three Field Service posts (two Administrative Assistants and one Personal Assistant) be converted to national General Service posts.

34. After June 2011, with less political uncertainty, it is envisaged that a surge capacity at the senior level within the Office of the Special Representative of the Secretary-General would no longer be required. In this regard, it is proposed that the temporary position of the Senior Special Adviser at the D-1 level, which was established in 2010/11 to provide the Special Representative of the Secretary-General with strategic advice with regard to good offices, coordination of international assistance and reconstruction, be abolished for the 2011/12 period.

Office of the Deputy Special Representative of the Secretary-General

International staff: decrease of 1 post

National staff: increase of 1 post

35. Pursuant to General Assembly resolution 65/248 on the harmonization of conditions of service in the field, it is proposed that one Administrative Assistant post (Field Service) be converted to a national General Service post.

Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)

International staff: decrease of 2 posts and 2 positions

National staff: increase of 2 posts

36. In connection with the implementation of General Assembly resolution 65/248 on the harmonization of conditions of service in the field, it is proposed that two Administrative Assistant posts (Field Service) be converted to national General Service posts.

37. In addition, with reconstruction efforts in full swing after June 2011, it is proposed that the two temporary positions of the Senior Coordination Officer (P-5) and Operations Officer (P-4) in the Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator) be abolished, taking into account increased United Nations country team capacity in disaster preparedness and improved Government capacity to assume a greater role in the coordination of humanitarian and recovery activities.

Component 1: democratic development and consolidation of State authority

38. Component 1 reflects the Mission's assistance to the Government in strengthening democratic governance, consolidating the authority of the State and developing its institutions. The component incorporates the activities of the political and civil affairs, public information and electoral elements of the Mission. During the period from July 2011 through June 2012, the focus will be on the following

priorities: (a) developing a policy and legislative framework to support decentralization and the rule of law; (b) holding senatorial and local elections; and (c) building the capacity of State institutions at the national and local levels.

39. To meet these priorities, the Mission will provide support to the Government in the following activities: (a) drafting legislation and developing policies critical to stability; (b) completing the constitutional reform process and building consensus between the legislature and the executive on key legislation; (c) holding senatorial and local elections to renew one-third of the Senate and elect mayors, town delegates and communal section assembly members; (d) building capacity for the newly elected municipal officials; (e) fostering electoral law reforms and the establishment of the Permanent Electoral Council; (f) building the planning and development capacity of departmental delegations; (g) implementing reform of the local civil service; and (h) building capacity of independent media throughout the country.

Expected accomplishments	*Indicators of achievement*
1.1 All-inclusive political dialogue and national reconciliation	1.1.1 Holding of inclusive and participatory senatorial and local elections in accordance with the constitutional calendar and the electoral law
	1.1.2 Adoption of a presidential decree on the financing of political parties
	1.1.3 Adoption and implementation by Parliament of a legislative agenda reflecting the Action Plan for National Recovery and Development of March 2010
	1.1.4 Decrease in the number of civil unrest incidents triggered by political issues (2009/10: 181; 2010/11: 150; 2011/12: 120)
	1.1.5 Increased percentage of women candidates in senatorial and municipal elections (2010/11: 7.3 per cent for senators; 2011/12: 10 per cent for senators, 15 per cent for mayors)

Outputs

- Four meetings per month with the President and the Prime Minister to assess progress on the Government's dialogue with political parties and civil groups, rule-of-law reforms and other areas related to the mandate of MINUSTAH
- Two meetings per month with the President's main advisers to provide advice on an all-inclusive political process
- Monthly meetings with political party representatives at the national level, including a strong representation of women, to consolidate democratic institutions and political pluralism, provide advice on all-inclusive political dialogue, and increase participation of women in elections
- Monthly political analyses to advise Government officials and international organizations involved in Haiti's reconstruction and institution-building on progress towards sustainable stability and security in Haiti

- Establishment and leadership of a mechanism to coordinate international electoral assistance for the senatorial, municipal and local elections scheduled to be held in late 2011, in cooperation with the Organization of American States, the United Nations country team and other international stakeholders
- Provision of technical support and use of good offices to make progress in the legislative agenda and foster consensus-building among political parties, including through four meetings per month with the presidents of the Senate and Chamber of Deputies
- Provision of technical expert advice on constitutional matters to the legislature through monthly meetings with members of Parliament and a constitutional expert
- Organization of an annual retreat and quarterly follow-up meetings to foster collaboration and understanding between the executive and legislative branches of Government, adopt an annual legislative agenda reflecting national priorities, foster dialogue and understanding between Parliament and the Interim Haiti Recovery Commission or the Haiti Development Agency (which will assume the functions of the Commission when its mandate expires in October 2011) on the reconstruction process
- Provision of technical and logistical support to help members of Parliament foster communication with their constituencies through 10 town hall meetings
- Organization of two meetings to promote dialogue between representatives of women's organizations, political parties and the Interim Haiti Recovery Commission on women's political participation and active role in national reconstruction, in collaboration with the United Nations country team
- Facilitation of nine meetings (one per department outside Port-au-Prince) between women candidates and civil society organizations
- Conduct of public information campaigns in support of political dialogue, national reconciliation and the promotion and understanding of the mandate of MINUSTAH, using various public information, advocacy and public outreach activities, including co-producing a soap opera broadcast in the camps for internally displaced persons and countrywide to deliver key messages; and informing and sensitizing the Haitian population, both locally and in the diaspora, through audio (MINUSTAH FM), print, video, web and workshop and training activities at the multimedia centres, the production and dissemination of a wide range of promotional materials, media relations and strong media engagement, and by marking United Nations days, as well as using airtime on national radio and television networks

Expected accomplishments	*Indicators of achievement*
1.2 Strengthened State democratic institutions at the national and local levels	1.2.1 Amendment of the electoral law pursuant to the reform of the Constitution
	1.2.2 Adoption by Parliament of a gender-sensitive law on local government civil service
	1.2.3 Adoption of a law on public service that ensures the independence of parliamentary administration

Outputs

- Bimonthly provision of technical support to Parliament and its committees to pass State reform legislation and improve the administration of both chambers of Parliament, through further development of their internal rules and adoption of best practices from other national legislatures

- Provision of technical support to Parliament on the organization of five thematic meetings between parliamentarians and donors, United Nations agencies, funds and programmes and national and international non-governmental organizations to promote dialogue on issues related to the reform process and contentious political issues
- Provision of technical assistance for the review of key reform bills on such issues as decentralization, adoption, political parties, etc.
- Weekly meetings with the Provisional Electoral Council, relevant ministries and Government departments to provide advice and technical expert support to coordinate technical, logistic and security preparations for the elections
- Three monthly meetings with representatives of the Government, international organizations and donors at the political and technical levels on the coordination of international electoral assistance
- Four meetings with the Provisional Electoral Council and parliament representatives on the amendments to the electoral law following the adoption of a Constitutional reform
- Weekly meetings with the Permanent Electoral Council on capacity-building for internal restructuring
- Organization of three capacity-building workshops for a total of 100 representatives of civil society groups, and four training programmes for a total of 350 persons, to foster women's political participation
- Monthly provision of advice and technical support to the Ministry of Women's Affairs and Rights, to civil society organizations and to Parliament to establish and implement the Ministry's action plan in the 10 departments and to advocate for a constitutional amendment guaranteeing gender equality and at least 30 per cent of women's representation, as recommended by the National Assembly
- Provision of technical support to Parliament and municipal authorities on building the capacity of women elected to office at the national and local levels through three coaching sessions and inter-parliamentary cooperation aimed at adopting best practices from other national legislatures
- Monthly public information and outreach activities to assist the Government to promote democratic governance, including campaigns to foster women's political participation, through media events marking United Nations days, workshops, training activities in all nine multimedia centres, print and broadcast outlets, MINUSTAH FM radio, airtime on national radio and TV networks, to reach out to communities throughout the country and the diaspora
- Operational and logistical support to protect, distribute and collect ballots and other electoral materials from 10,000 polling stations throughout the country; logistical support to electoral authorities to organize and conduct the 2011 municipal, local and senatorial elections; and weekly provision of technical support to electoral authorities with regard to planning, budgeting, procurement, logistics, training, electoral procedures, security, public information, and voters' sensitization, with particular regard to women voters
- Organization of three national workshops, in cooperation with the Provisional Electoral Council, for political candidates, representatives of political parties, civil society and women's organizations, the media and local authorities to address issues related to the preparations for elections
- Coordination of international electoral assistance to Haiti, including co-chairing and participating in meetings of the Electoral Task Force and other coordination groups (for example, the Table sectorielle, the Comité de pilotage and the Table de pilotage)
- Coordination of security tasks and technical and logistical assistance to the national police and the Electoral Guard to ensure a safe and secure environment during the electoral process

Expected accomplishments	*Indicators of achievement*
1.3 State authority maintained and strengthened throughout Haiti	1.3.1 Reduction in the number of municipal administrations that do not comply with the administrative and financial management standards set by the Ministry of Interior and Territorial Communities, and classified as "municipalities in difficulty" (2009/10: 76; 2010/11: 62; 2011/12: 50)
	1.3.2 Increase in the number of municipalities that adopt a budget for the improvement of the delivery of basic services (2009/10: 70; 2010/11: 110; 2011/12: 130)
	1.3.3 Increase in tax revenues collected by local administrations following the implementation of the local tax reform (2009/10: 650 million gourdes; 2010/11: 680 million gourdes; 2011/12: 740 million gourdes)
	1.3.4 Increase in the number of staff in the 52 departmental delegations and vice-delegations with technical capacity to exercise coordination and regulatory authority over municipal and sub-municipal authorities (2009/10: 234; 2010/11: 362; 2011/12: 434)
	1.3.5 Increase in the number of municipal administrations operating in full following the 12 January 2010 earthquake (2009/10: 0 of 9; 2010/11: 6 of 9; 2011/12: 9 of 9)
	1.3.6 Increase in the number of border crossing points (including Port-au-Prince airport) with standing presence of the national police Brigade for the Protection of Minors to prevent cases of child trafficking (2009/10: 3; 2010/11: 4; 2011/12: 6)

Outputs

- Provision of weekly technical assistance to 140 municipal administrations to improve their administrative and fiscal performance enabling them to provide public services to their communities
- Provision of daily technical support to the Ministry of the Interior and Territorial Communities through embedded advisers to promote the reform of the local government civil service, implement fiscal decentralization and public finance reform, make municipal administrations more efficient and increase the competencies of municipal administrations
- Provision of technical assistance to 192 public accountants and cashiers, with special regard to women public servants, and building the capacity of 140 municipal administrations to plan for and implement budgets, collect public revenue, manage projects and human resources, and deliver basic services
- Provision of daily technical assistance to all 10 departmental delegations and 42 vice-delegations through embedded national advisers to build administrative capacity and improve planning and delivery of basic social services at the local level

- Organization of 42 (one per arrondissement) round tables and seminars on decentralization, local government civil service reform, local finances and management control in public services at the local level
- Implementation of a multimedia public information campaign to promote the concepts of the participatory approach and the accountability of administrations among beneficiaries of public services
- Weekly provision of technical and logistical support to municipal administrations affected by the earthquake to relocate to new or temporary premises, as well as to assist them with staffing
- Organization of 1 training-of-trainers and 10 training workshops for local authorities on gender and local governance to promote the integration of gender concerns in local administration, and of 20 seminars for local authorities and representatives of civil society and women's organizations on administrative and fiscal decentralization, transparency and accountability
- Implementation of 200 quick-impact projects to assist State institutions in all 10 departments to create employment, improve livelihood conditions of vulnerable groups, with special regard to communities affected by the earthquake, strengthen border management, build capacity of State officials at the local level, and improve delivery of basic public services, especially in areas affected by the resettlement of displaced persons
- Weekly provision of technical support and assistance to Government and other State officials to develop and implement a border management strategy, improve oversight of border management officials, and establish and maintain 10 departmental border management committees, some of which may include border officials from the Dominican Republic, and implementation of multimedia public information campaigns to raise awareness among beneficiaries of border services
- Provision of monthly technical support to assist the Ministry of Social Affairs and Labor's Institute of Social Welfare to build capacity through child protection programmes, including administration of orphanages, supervision of adoptions and the rehabilitation of children in conflict with the law
- Provision of weekly technical support to the national police to build the capacity of its Brigade for the Protection of Minors to screen children at border crossing points and international airports and to maintain a newly established database on cases of child trafficking
- Provision of weekly technical support, including through 10 training programmes, to the Brigade for the Protection of Minors and to the Institute of Social Welfare to build capacity to meet international standards with regard to assisting children associated with armed and criminal groups and advocate against the recruitment of children by armed and criminal groups
- Organization of 30 round tables and seminars on decentralization, accounting, finance and management control in public services at the local level and implementation of a multimedia public information campaign to raise awareness among beneficiaries of public services

External factors

The return to Haiti of former Heads of State does not further polarize the political environment. Parliament will be committed to developing and implementing decentralization. Donors will provide funding to enable the implementation of the Government's March 2010 Action Plan for National Recovery and Development of Haiti

Table 2
Human resources: component 1, democratic development and consolidation of State authority

Civilian staff	International staff						National staff[a]	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Political Affairs Division									
Approved posts 2010/11	—	1	7	3	2	13	6	—	19
Proposed posts 2011/12	—	1	7	3	2	13	6	—	19
Net change	—	—	—	—	—	—	—	—	—
Approved temporary positions[b] 2010/11	—	1	1	—	—	2	2	—	4
Proposed temporary positions[b] 2011/12	—	—	1	—	—	1	2	—	3
Net change	—	(1)	—	—	—	(1)	—	—	(1)
Electoral Assistance Section									
Approved posts 2010/11	—	1	2	1	1	5	13	11	29
Proposed posts 2011/12	—	1	2	1	—	4	14	11	29
Net change	—	—	—	—	(1)	(1)	1	—	—
Approved temporary positions[b] 2010/11	—	—	1	3	—	4	—	10	14
Proposed temporary positions[b] 2011/12	—	—	—	3	—	3	—	10	13
Net change	—	—	(1)	—	—	(1)	—	—	(1)
Civil Affairs Section									
Approved posts 2010/11	—	1	19	15	6	41	46	16	103
Proposed posts 2011/12	—	1	19	15	5	40	47	16	103
Net change	—	—	—	—	(1)	(1)	1	—	—
Approved temporary positions[b] 2010/11	—	—	2	4	—	6	13	3	22
Proposed temporary positions[b] 2011/12	—	—	2	4	—	6	13	3	22
Net change	—	—	—	—	—	—	—	—	—
Border Management Unit									
Approved posts 2010/11	—	—	—	—	—	—	—	—	—
Proposed posts 2011/12	—	—	—	—	—	—	—	—	—
Net change	—	—	—	—	—	—	—	—	—
Approved temporary positions[b] 2010/11	—	—	3	—	—	3	—	—	3
Proposed temporary positions[b] 2011/12	—	—	3	—	—	3	—	—	3
Net change	—	—	—	—	—	—	—	—	—

Civilian staff	International staff						National staff[a]	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Communications and Public Information Section									
Approved posts 2010/11	—	1	4	11	6	22	53	8	83
Proposed posts 2011/12	—	1	4	10	6	21	53	8	82
Net change	—	—	—	(1)	—	(1)	—	—	(1)
Approved temporary positions[b] 2010/11	—	—	—	—	—	—	19	—	19
Proposed temporary positions[b] 2011/12	—	—	—	—	—	—	19	—	19
Net change	—	—	—	—	—	—	—	—	—
Total									
Approved 2010/11	—	4	32	30	15	81	118	35	234
Proposed 2011/12	—	4	32	29	13	78	120	35	233
Net change	—	—	—	(1)	(2)	(3)	2	—	(1)
Approved temporary positions[b] 2010/11	—	1	7	7	—	15	34	13	62
Proposed temporary positions[b] 2011/12	—	—	6	7	—	13	34	13	60
Net change	—	(1)	(1)	—	—	(2)	—	—	(2)

[a] Includes National Officers and national General Service staff.

[b] Funded under general temporary assistance.

Political Affairs Division

International staff: decrease of 1 temporary position

40. With the political situation set to enter a more stable phase after the second round of presidential elections in March 2011 and the subsequent transfer of power to a newly elected President and a new Government, it is envisaged that a surge capacity at the senior level within the Political Affairs Division would not be required. As a result, it is proposed that the temporary position of the Director of Political Affairs at the D-2 level that was established in 2010/11 to strengthen the Mission's capacity to address the increased complexity of the post-earthquake political situation, including the presidential and legislative elections, be abolished at the end of June 2011.

Electoral Assistance Section

International staff: decrease of 1 post and 1 temporary position

National staff: increase of 1 post

41. Pursuant to General Assembly resolution 65/248 on the harmonization of conditions of service in the field, it is proposed that one Administrative Assistant post (Field Service) be converted to a national General Service post.

42. The temporary position of the Electoral Affairs Officer at the P-4 level that was established based in New York in 2010/11 to support the November 2010 presidential and legislative elections is proposed to be abolished, taking into account that this position at Headquarters is no longer necessary.

Civil Affairs Section

International staff: decrease of 1 post

National staff: increase of 1 post

43. Pursuant to General Assembly resolution 65/248 on the harmonization of conditions of service in the field, it is proposed that one Administrative Assistant post (Field Service) be converted to a national General Service post.

Communications and Public Information Section

International staff: decrease of 1 post

44. Pursuant to General Assembly resolution 65/248 on the harmonization of conditions of service in the field, it is proposed that one Associate Public Information Officer post (P-2) be abolished.

Component 2: security, public order and development of the rule of law

45. Component 2 covers the activities undertaken by the Mission to assist the Government in maintaining a safe and secure environment and in the reform of the police, the prisons and the administration of justice. It includes the Joint Mission Analysis Cell, the Joint Operations Tasking Centre, the Offices of the Force Commander, the Police Commissioner and the Rule of Law Coordinator, the Justice Section, the Corrections Unit, the Community Violence Reduction Section and the Legal Affairs Office.

46. The main priorities of this component for the 2011/12 budget period are: (a) ensuring a stable and secure environment; (b) providing operational and administrative support to the national police; (c) building the institutional capacity of the national police to provide security in camps of displaced persons and in violence-prone areas, and to guarantee security during the 2011 municipal, local and senatorial elections; (d) strengthening the administrative capacities of the national police; (e) building the capacity of judicial and correctional institutions to improve access to legal assistance and reduce pretrial detention; (f) accelerating or relaunching reform of rule-of-law institutions, some of which were halted after the January 2010 earthquake; and (g) coordinating international assistance to reform of Haiti's rule-of-law institutions. These priorities will be addressed against the background of a comprehensive review of the rule-of-law strategy for Haiti, which MINUSTAH is set to launch after the election of the new President in cooperation with the Government, donors and other international stakeholders. Implementation of a comprehensive reform agenda for the police, the judiciary and corrections through the development and implementation of a new rule-of-law compact with the Government of Haiti will be an overarching priority for the 2011/12 period.

47. To meet these priorities, the military component will maintain a secure and stable enabling environment in Haiti through presence and deterrence, border management and support for rule-of-law and human rights, with particular emphasis

on the protection of vulnerable groups. The military component will also provide security and logistics support to the election process.

48. The United Nations police will continue operational support to the national police through joint patrols in areas affected by displacement; the community police centres in the seven biggest camps for internally displaced persons and violence-affected areas; border controls and police operations against gang and drug-trafficking activities. To build long-term national police capacity and improve its civilian oversight, the United Nations police will dedicate considerable resources to vetting, training and mentoring of national police officers. Co-location of United Nations police will continue in 64 national police commissariats. The Mission will help the Ministry of Justice and Public Security to complete a comprehensive review of the five-year national police reform plan (2006-2011) and start implementing a revised reform plan for 2011 to 2016. The review strategy will seek improvements in four priority areas: (a) administration (procurement, logistics, budgeting and human resources management) and operational capacity of the national police; (b) know-how of its specialized units; (c) internal oversight against police corruption; and (d) human resources management, particularly as it relates to the management of cadres and career planning.

49. With regard to justice, the deployment of legal experts to the Ministry of Justice and Public Security, the Prosecutor's Office, the Magistrates' School and other judicial institutions, which started in 2010/11, will continue during the 2011/12 period. The experts deployed will consist of MINUSTAH civilian staff and up to 39 legal and judicial officials seconded by Member States under the authorized strength of police personnel, pursuant to Security Council resolution 1908 (2010). The Mission's focus will be on three priority areas: (a) implementation of reforms already approved (e.g., the establishment of a Conseil superieur du pouvoir judiciaire); (b) adoption of additional reforms, such as new penal and criminal codes and a reformed juvenile justice system; and (c) development of the legal assistance system through an increase in the number of legal aid offices from 12 to 20 offices by June 2012.

50. The Mission will continue the deployment of up to 86 seconded corrections officers to provide support and technical advice to the Directorate of Prison Administration to reduce prison overcrowding and improve detention conditions. Particular emphasis will be given to the training of corrections officials and the development of a policy framework for prison management consistent with human rights and international standards.

Expected accomplishments	*Indicators of achievement*
2.1 Secure and stable environment in Haiti	2.1.1 Decrease in the number of kidnappings reported in Port-au-Prince (2009/10: 93; 2010/11: 90; 2011/12: 80)
	2.1.2 Increase in the number of daily joint national police/United Nations roving police patrols per 10,000 internally displaced persons (2009/10: 1.1; 2010/11: 1.4; 2011/12: 2.0)

2.1.3 Increase in the number of gang leaders and members arrested by police (2009/10: 10; 2010/11: 26; 2011/12: 48)

Outputs

- Daily operations of United Nations police and formed police units to conduct joint patrols with the national police to establish a permanent police presence in the six largest camps of displaced persons and establish seven joint United Nations/national police mobile teams to conduct random patrols in other camps
- Daily operations of contingent troops and United Nations police to provide security and escorts to humanitarian organizations and strengthen security at aid distribution points
- Daily coordination, through the Joint Operations and Tasking Centre, of security and logistic actions involving military, police and civilian capacities in response to serious threats, in order to assist the Government in maintaining a safe and secure environment
- Temporary provision of logistical support to the national police to maintain a standing presence in camps of displaced persons and crime-prone areas, including 16 police command posts for the 6 largest camps, 4 mobile posts and 5 administrative and analyst posts with separate facilities to attend to victims of sexual and gender-based violence
- Daily patrols and operations of contingent troops and formed police units to reinforce security in crime-prone areas; secure key sites and installations; conduct fixed and mobile checkpoints along major roads, borders and at border crossings; maintain a quick reaction capacity to prevent and deter the escalation of security threats; and conduct reconnaissance flights and medical evacuations, military air patrol sorties and joint air patrols with United Nations police and the Joint Mission Analysis Cell
- Daily operations of contingent troops and United Nations police to assist the Haitian Maritime Police to conduct coastal patrols and monitoring of inland waterways (lakes and rivers), weekly joint military/United Nations police operations and biweekly joint United Nations police/national police operations to assist the national police to conduct patrols and operations against suspected criminals
- Daily operations of United Nations police to mentor the national police to implement community policing, develop operational plans and make performance evaluations of police officers through joint patrols and co-location in 64 main police stations, and to conduct border patrols and static checkpoints at four border crossing points
- Biweekly operations of United Nations police and formed police units to assist the national police to identify and arrest gang members and prison escapees and daily operations of the special weapons and tactics teams to train the national police in special operations
- Weekly United Nations police air patrol sorties and provision of operational support to support the national police in conducting aerial reconnaissance missions, carrying out anti-drug operations, and transporting detainees and seized merchandise and developing standard operating procedures to destroy seized narcotic drugs

- Daily provision of technical and logistical support to ministries and local administrations to develop and implement at least 43 community violence reduction projects to generate employment, provide legal aid, socio-economic opportunities and psychosocial assistance to at least 50,000 beneficiaries, including inmates, youth at risk or linked to armed groups, children and women affected by violence in 14 crime-prone areas identified by the Government. Implementation of three public outreach and community mediation projects to support the work of community leaders, representatives of youth, women's organizations and local authorities in the same areas
- Implementation of at least 40 sensitization and social mobilization activities and 144 seminars for vulnerable groups in violence-affected areas to promote the culture of peace and raise awareness of sexual and gender-based violence, through print and broadcast media outlets
- Implementation of at least 10 sensitization and social mobilization activities through print and media broadcast, coupled with direct advocacy to gang leaders for the release of children associated with them
- Weekly provision of logistic and technical support to the Ministry of Justice and Public Security and the national police to build the capacity of their respective gender units, maintain a data-collection system on sexual and gender-based violence, develop standard operating procedures to prevent and respond to sexual and gender-based violence, organize a workshop on police responses to sexual and gender-based violence, and construct fully equipped premises to assist victims of sexual and gender-based violence in 10 police stations in the West Department
- Weekly provision of advice and technical support to the Ministry of Women's Affairs and Women's Rights to develop policies addressing the underlying causes of the vulnerability of women and girls to sexual and gender-based violence
- Implementation of public information, advocacy and outreach activities to raise public awareness on sexual and gender-based violence, child protection issues and the role of the national police Brigade for the Protection of Minors, through print and broadcast media outlets and sensitization workshops in multimedia centres
- Organization of workshops on child protection issues to train 400 national police officers assigned to community policing duties
- Temporary provision of logistical support, in cooperation with the United Nations Children's Fund (UNICEF), to the national police Brigade for the Protection of Minors and the Institute for Welfare and Social Research to maintain five joint offices in earthquake-affected areas to address child protection issues
- Twelve joint assessments and protection missions of the Government and the United Nations to respond to child rights violations

Expected accomplishments	*Indicators of achievement*
2.2 Progress towards reform and restructuring of the national police	2.2.1 Increase in the number of national police officers per 10,000 residents (2009/10: 10.5; 2010/11: 10.1;[1] 2011/12: 11.7)
	2.2.2 Increase in the number of female national police officers (2009/10: 743; 2010/11: 803; 2011/12: 923)

[1] The reduction in 2010/11 compared to 2009/10 is attributed to the death of national police officers in the earthquake

	2.2.3 Increase in the number of departments in which the Haitian Coast Guard is operational (2009/10: 3; 2010/11: 4; 2011/12: 5)
	2.2.4 Increase in the number of police commissariats equipped to assist victims of sexual violence (2009/10: 2; 2010/11: 2; target in 2011/12: 4)
	2.2.5 The national police produce publicly available information on the number of deaths due to their actions, or while individuals are in their custody which: (a) includes the cause of death; and (b) is produced annually
	2.2.6 The national police has a current strategic plan (including for procurement and logistics) and budget projections

Outputs

- Daily provision of advice and technical expert support to the Director-General and senior management of the national police to review the 2006-2011 national police reform plan and boost its implementation, with particular emphasis on administration (procurement, budget, logistics, fleet management systems and human resources management) and oversight mechanisms in order to strengthen operational capacity and address police corruption
- Weekly provision of advice and technical support to develop a revised national police reform plan for the 2011-2016 period, including through the signature of a new memorandum of understanding on police cooperation between the Government and MINUSTAH
- Daily provision of advice and technical assistance to the national police to vet police candidates, certify officers, train 1,800 police cadets (including through 3-month field training), mentor 1,200 police officers through competency-based coaching, and train special operations and law enforcement units and the judicial police, including training on ballistics, fingerprints and toxicology for 34 police officers
- Daily provision of advice and technical expert support to the national police to build its investigative capacity through the development of both computerized systems and databases and forensic capacity
- Provision of advice and technical assistance to the Police Academy for the training of 1,200 national police cadets on child rights and protection
- Organization of 20 training courses for 750 national police officers and advanced management training courses for 100 senior national police officers
- Weekly provision of advice and technical assistance to the Ministry of Justice and Public Security and the national police to establish a directorate of maritime, air, border, ports and airports, migration and forest police
- Weekly provision of logistic and technical support to the Ministry of Justice and Public Security and the national police to further develop and maintain a registry of licensed weapons and firearms, update existing legislation on the import and possession of weapons and firearms, and organize communications campaigns to raise public awareness concerning firearms registration

- Weekly provision of advice and technical assistance to the Ministry of Justice and Public Security and the national police to establish a reporting mechanism for cases of sexual and gender-based violence, assist victims of sexual and gender-based violence, implement Security Council resolution 1820 (2008) on sexual violence in conflict and post-conflict situations, develop a curriculum on gender issues for police cadets, and organize two workshops on gender issues for a total of 30 national police trainers and five workshops for a total of 90 national police officers and 60 national police judicial officers
- Provision of operational and technical support to the national police to increase the number of camps for internally displaced persons jointly patrolled with MINUSTAH police mobile gender unit to 60 through the increase in the number of United Nations police officers assigned to the mobile gender unit from 8 to 32
- Provision of logistical and technical support to develop an all-female national police contingent, including through an information campaign to encourage female applicants to the Police Academy
- Organization of training in collaboration with the United Nations country team, including 20 training courses on human rights and child rights for a total of 900 national police officers in all 10 departments, one specialized training on child protection for 50 national police officers serving as child protection focal points, and provision of technical support to the national police to further develop training modules on child protection and implement training-of-trainers for national police trainers
- Monthly provision of technical and logistical support to the Government to implement the updated HIV/AIDS National Strategic Plan, including through 20 training activities targeting the national police, vulnerable groups and persons living with HIV nationwide
- Organization of public information, advocacy and outreach activities on police reform to raise public awareness of the role of the Mission in assisting the Government to maintain stability and reform rule-of-law institutions, including through print and broadcast media outlets

Expected accomplishments	*Indicators of achievement*
2.3 Reform and institutional strengthening of the judicial and correction systems	2.3.1 Decrease in the percentage of inmates held in pretrial detention in Port-au-Prince (2009/10: 80 per cent; 2010/11: 75 per cent; 2011/12: 65 per cent) and in the regions (2009/10: 59 per cent; 2010/11: 50 per cent; target in 2011/12: 45 per cent)
	2.3.2 Draft legislation on judicial reforms (e.g., penal code, penal procedure code, juvenile justice, auxiliaries of justice, legal aid) submitted to Parliament
	2.3.3 Increase in the number of fully functional legal aid offices (2009/10: 10; 2010/11: 12; 2011/12: 15)
	2.3.4 Increase by 10 per cent in overall cell space available in prisons (2009/10: 2,980.3 m^2; 2010/11: 3,278.3 m^2; 2011/12: 3,606.2 m^2)
	2.3.5 Establishment and operation of the Superior Council of Judiciary and of a functional Judicial Inspectorate

2.3.6 Decrease in the percentage of inmates detained in overcrowded prisons (2009/10: 66.9 per cent (3,378 inmates); 2010/11: 50 per cent (2,600 inmates); 2011/12: 40 per cent (2,080 inmates)

2.3.7 Increase in the percentage of juveniles (both pretrial detainees and convicted offenders) who are held separately from adult inmates (2009/10: 80 per cent; 2010/11: 90 per cent; 2011/12: 100 per cent)

2.3.8 Increase in the number of trained medical personnel working in prisons and correctional institutions (2009/10: 40; 2010/11: 40; 2011/12: 60)

2.3.9 Increase in the number of corrections officers who receive training on the appropriate use of force (2009/10: 217; 2010/11: 517; 2011/12: 717)

2.3.10 Decrease in the number of violent deaths of inmates within the last 12 months (2009/10: 57; 2010/11: 6; 2011/12: 3)

Outputs

- Daily provision of advice and technical assistance to the Ministry of Justice and Public Security, a presidential commission, and other institutions to undertake legislative reform and establish roving justice stations to improve access to justice
- Provision of temporary logistical and technical support to the Ministry of Justice and Public Security to operate 25 roving justice stations and key ministerial departments and courts whose premises were destroyed in the earthquake
- Weekly provision of advice and technical assistance to the Ministry of Justice and Public Security, judicial authorities at the national and local level and international partners to coordinate international assistance to build the capacity of rule-of-law institutions, prioritize efforts to strengthen the judiciary, prisons and justice sector administration and address crimes against minors and crimes related to sexual and gender-based violence, including through monthly meetings between ministry officials and representatives of donors and international institutions
- Weekly provision of technical assistance to the Superior Council of the Judiciary to exercise its oversight and regulatory authority, including the certification of magistrates, and to the Magistrate's School to recruit new magistrates and train 360 judicial officials (judges, prosecutors, justices of the peace, registry clerks and bailiffs)
- Weekly provision of technical support to judicial authorities to establish special judicial chambers for financial and economic crimes, kidnappings, and sexual and gender-based violence
- Daily provision of technical support to the Ministry of Justice and Public Security and to the Ministry of Social Affairs to establish juvenile rehabilitation centres and three juvenile courts, train 25 magistrates, and strengthen the administrative capacities of 22 legal aid offices in 18 jurisdictions, as well as to draft a national legal aid system law and amend the 1989 Legal Aid Law
- Technical support to build the capacity of 14 designated judges on juvenile justice through monthly field visits and workshops

- Weekly provision of advice and technical assistance to over 700 judicial officials (prosecutors, investigating judges, trial judges, justices of the peace, clerks, registrars) to ensure transparency and due process in judicial administration and proceedings
- Weekly provision of technical support to judicial institutions and to the national police in order to coordinate activities and practices with regard to procedures on arrest and detention
- Weekly provision of technical assistance to justice officials to organize capacity-building workshops for over 300 judicial officials (bailiffs, registrars and clerks of justice)
- Weekly provision of advice and technical support to the judicial inspectorate in order to improve the activities of the judicial system
- Provision of technical support to the judicial system for the reorganization of the Registry
- Daily provision of advice and technical assistance to corrections officials to assess and address security, infrastructure, staffing and training needs, including through daily visits to 18 prisons and the Directorate of Prison Administration
- Weekly provision of advice and technical assistance to the Director of the Directorate of Prison Administration with regard to the implementation of the Strategic Development Plan
- Provision of technical support to organize a three-day workshop for 40 senior correctional officers, a two-month training programme for 300 new corrections officers, a four-day workshop for 10 Directorate of Prison Administration trainers, and two one-week workshops for 40 registrars, as well as to develop and implement a registrar's manual
- Provision of technical support to the Directorate of Prison Administration to establish a medical clinic in every prison and develop policies related to inmate medical and psychological needs, with due regard for the special needs of women and children
- Daily provision of advice and technical support to correctional officers to conduct security assessments, design workplans and budgets, implement programmes and conduct training
- Provision of advice and technical support to Directorate of Prison Administration officials to open the new prison in Croix-des-Bouquets, through the establishment of four working committees in the areas of administration, security, prisoners' registry and health care
- Organization of public information advocacy and outreach campaigns to raise public awareness of detention conditions, the situation of juveniles in conflict with the law, the reform of the judicial procedure and the correctional institutions, and efforts to build the capacity of rule-of-law institutions, through publication of commemorative pamphlets and sensitization workshops in multimedia centres

External factors

Donors will provide adequate funds, bilaterally and through the Haiti Reconstruction Fund, to improve the conditions of prisons and support judicial activities. The new Government adopts the next iteration of the 2006-2011 national police reform plan

Table 3
Human resources: component 2, security, public order and development of the rule of law

Category	*Total*
I. Military contingents	
Approved 2010/11	8 940
Proposed 2011/12	8 940
Net change	—
II. United Nations police	
Approved 2010/11	1 351
Proposed 2011/12	1 351
Net change	—
III. Formed police units	
Approved 2010/11	2 940
Proposed 2011/12	2 940
Net change	—
IV. Government-provided personnel	
Approved 2010/11	100
Proposed 2011/12	100
Net change	—

	International staff								
V. Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	*Subtotal*	*National staff*[a]	*United Nations Volunteers*	*Total*
Office of the Force Commander									
Approved posts 2010/11	—	1	—	—	1	2	3	—	5
Proposed posts 2011/12	—	1	—	—	—	1	4	—	5
Net change	—	—	—	—	(1)	(1)	1	—	—
Approved temporary positions[b] 2010/11	—	—	—	—	1	1	1	—	2
Proposed temporary positions[b] 2011/12	—	—	—	—	1	1	1	—	2
Net change	—	—	—	—	—	—	—	—	—
Office of the Police Commissioner									
Approved posts 2010/11	—	2	5	—	3	10	4	22	36
Proposed posts 2011/12	—	2	5	—	1	8	6	22	36
Net change	—	—	—	—	(2)	(2)	2	—	—
Approved temporary positions[b] 2010/11	—	—	4	1	—	5	12	—	17
Proposed temporary positions[b] 2011/12	—	—	4	1	—	5	12	—	17
Net change	—	—	—	—	—	—	—	—	—

Joint Mission Analysis Cell									
Approved posts 2010/11	—	—	1	1	1	3	—	1	4
Proposed posts 2011/12	—	—	1	1	1	3	—	1	4
Net change	—	—	—	—	—	—	—	—	—
Approved temporary positions[b] 2010/11	—	—	—	3	—	3	—	2	5
Proposed temporary positions[b] 2011/12	—	—	—	3	—	3	—	2	5
Net change	—	—	—	—	—	—	—	—	—
Joint Operations and Tasking Centre									
Approved posts 2010/11	—	—	1	4	—	5	—	—	5
Proposed posts 2011/12	—	—	1	4	—	5	—	—	5
Net change	—	—	—	—	—	—	—	—	—
Approved temporary positions[b] 2010/11	—	—	2	—	1	3	—	1	4
Proposed temporary positions[b] 2011/12	—	—	2	—	1	3	—	1	4
Net change	—	—	—	—	—	—	—	—	—
Justice Section									
Approved posts 2010/11	—	1	7	8	1	17	19	8	44
Proposed posts 2011/12	—	1	7	8	1	17	19	8	44
Net change	—	—	—	—	—	—	—	—	—
Approved temporary positions[b] 2010/11	—	—	—	3	—	3	7	—	10
Proposed temporary positions[b] 2011/12	—	—	—	3	—	3	7	—	10
Net change	—	—	—	—	—	—	—	—	—
Corrections Unit									
Approved posts 2010/11	—	—	1	1	—	2	3	2	7
Proposed posts 2011/12	—	—	1	1	—	2	3	2	7
Net change	—	—	—	—	—	—	—	—	—
Approved temporary positions[b] 2010/11	—	—	—	4	1	5	2	—	7
Proposed temporary positions[b] 2011/12	—	—	—	4	1	5	2	—	7
Net change	—	—	—	—	—	—	—	—	—
Community Violence Reduction Section									
Approved posts 2010/11	—	—	2	3	1	6	20	6	32
Proposed posts 2011/12	—	—	2	3	1	6	20	6	32
Net change	—	—	—	—	—	—	—	—	—

Approved temporary positions[b] 2010/11	—	—	—	—	—	—	6	—	6
Proposed temporary positions[b] 2011/12	—	—	—	—	—	—	6	—	6
Net change	—	—	—	—	—	—	—	—	—
Legal Affairs Office									
Approved posts 2010/11	—	—	1	3	1	5	2	—	7
Proposed posts 2011/12	—	—	1	3	1	5	2	—	7
Net change	—	—	—	—	—	—	—	—	—
Approved temporary positions[b] 2010/11	—	—	1	1	—	2	—	—	2
Proposed temporary positions[b] 2011/12	—	—	1	1	—	2	—	—	2
Net change	—	—	—	—	—	—	—	—	—
Total, civilian staff									
Approved posts 2010/11	—	4	20	18	8	50	51	39	140
Proposed posts 2011/12	—	4	20	18	5	47	54	39	140
Net change	—	—	—	—	(3)	(3)	3	—	—
Approved temporary positions[b] 2010/11	—	—	7	12	3	22	28	3	53
Proposed temporary positions[b] 2011/12	—	—	7	12	3	22	28	3	53
Net change	—	—	—	—	—	—	—	—	—

[a] Includes National Officers and national General Service staff.
[b] Funded under general temporary assistance.

Office of the Force Commander

International staff: decrease of 1 post

National staff: increase of 1 post

51. Pursuant to General Assembly resolution 65/248 on the harmonization of conditions of service in the field, it is proposed that one Secretary post (Field Service) be converted to a national General Service post.

Office of the Police Commissioner

International staff: decrease of 2 posts

National staff: increase of 2 posts

52. Pursuant to General Assembly resolution 65/248 on the harmonization of conditions of service in the field, it is proposed that two Administrative Assistant posts (Field Service) be converted to national General Service posts.

Component 3: human rights

53. Component 3 covers the Mission's activities to assist the Government to protect and advance human rights. It consists of the Human Rights Section and the Child Protection and Gender Units. Their efforts will focus on two main priorities:

(a) protecting the human rights of internally displaced persons and other vulnerable groups affected by reconstruction activities; and (b) protecting women and children against sexual and gender-based violence and human trafficking.

54. During the 2011/12 period, the Mission will continue reporting and investigating human rights violations in the camps of displaced persons and violence-prone areas, and building the capacity of Haiti's rule-of-law institutions to protect victims of abuse and prosecute violators. Through advocacy and public outreach, the Mission will help the Government to ensure that major decisions on reconstruction will contribute to the long-term protection of human rights, with particular regard to the rights of women and children. The Mission will increase efforts to train specialized national police officers and establish a national police investigation unit to deal with cases of sexual and gender-based violence and develop a mandatory training curriculum on sexual and gender-based violence for police cadets. A pilot project to establish special premises to assist victims of sexual and gender-based violence in two police commissariats in Port-au-Prince will be expanded to include three other police stations in violence-prone areas.

Expected accomplishments	*Indicators of achievement*
3.1 Progress towards the promotion and protection of human rights, including those of women and children	3.1.1 Increase in the number of investigations and prosecutions of alleged human rights violations committed by the national police (2009: 250 investigated, 45 referred to courts; 2010: 50 investigated, 20 referred to courts; 2011: 80 investigated, 40 referred to courts)
	3.1.2 Increase in the reporting of rape cases to the police (2009/10: 249 cases reported; 2010/11: 475 cases reported; 2011/12: 550 cases reported)
	3.1.3 Implementation by four departments of the Government's National Action Plan to Combat Sexual and Gender-based Violence following its adoption in 2010/11
	3.1.4 Establishment of a country task force on monitoring and reporting on serious child rights violations
	3.1.5 Ratification by Parliament of at least one of the three international child rights treaties yet to be ratified

Outputs

- Implementation of a public policy monitoring programme to engage civil society groups in reconstruction activities, increase accountability and transparency of the reconstruction process and foster respect for social and economic rights
- Daily monitoring and reporting of violations of human rights, forced returns and violations against children affected by armed violence pursuant to Security Council resolution 1612 (2005)

- Daily provision of technical support to the protection cluster to ensure respect for the rights of persons displaced by the earthquake, with special regard to resettlement, shelter and sexual and gender-based violence
- Weekly provision of technical support to help the Government develop and implement a reporting mechanism of civil and political rights-related concerns of displaced persons
- Weekly provision of advice and technical support to non-governmental organizations to promote human rights and implement protection programmes
- Drafting of three reports on the integration of economic, social and cultural rights into national policies and actions related to the reconstruction process
- Drafting of 10 monthly reports, 1 biannual report and 5 thematic reports on the human rights situation in Haiti; 3 thematic reports on child protection issues; and 8 reports on child protection activities
- Weekly provision of advice and mentoring to the Office for the Protection of Citizens (ombudsman institution) to promote human rights, conduct human rights investigations and improve the legal protection of children
- Monthly provision of advice and technical support to assist the Government and Parliament to adopt policies on children's rights, advocate for the ratification of at least one human rights convention and one convention on children's rights, and fulfil reporting obligations under human rights treaties and conventions ratified by Parliament, including the Covenant on Civil and Political Rights, the Convention on the Rights of the Child and the Convention on the Elimination of All Forms of Discrimination against Women
- Organization of at least five sensitization workshops on sexual and gender-based violence for the national police
- Monthly advocacy activities with the Parliament for the ratification of the Optional Protocol to the Convention on the Rights of the Child on the involvement of children in armed conflict, the Hague Convention on Protection of Children and Cooperation in respect of Intercountry Adoption and the adoption of the new law on adoption of children
- Organization of seven training workshops for national civil society organizations on selected economic, social and cultural rights and one training-of-trainers for representatives of 20 non-governmental organizations on the monitoring of political rights during the November 2010 elections
- Organization of 10 workshops on human rights for 150 correctional officers and 8 training workshops for 20 judges at the Magistrates' School
- Organization of six training programmes for representatives of local non-governmental organizations and State institutions on monitoring and reporting mechanisms for violations against children and five training programmes for 100 journalists on ethical principles of reporting on child victims of kidnapping, trafficking and sexual violence and children affected by armed violence
- Organization of three human rights campaigns to raise public awareness of women's rights and human rights, as well as children's rights, through print and broadcast outlets, workshops and outreach activities in multimedia centres, and distribution of promotional materials

- Weekly provision of technical and logistical support to the Government to develop a country assessment report on patterns of sexual violence and promote gender advocacy, review the national plan to combat sexual and gender-based violence, and organize 1 restitution workshop, 1 national validation workshop, 10 sensitization workshops for State officials, and 1 training workshop for 20 trainers on sexual and gender-based violence from all 10 departments
- Monthly provision of advice and technical support to the Government and Parliament to develop a legal framework to protect people living with HIV/AIDS against discrimination

External factors

State institutions will be committed to investigating reported cases of human rights violations. Adequate police and judicial resources will be available to investigate cases of sexual and gender-based violence

Table 4
Human resources: component 3, human rights

	International staff								
Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	*Subtotal*	*National staff*[a]	*United Nations Volunteers*	*Total*
Human Rights Section									
Approved posts 2010/11	—	1	6	13	1	21	24	6	51
Proposed posts 2011/12	—	1	6	12	1	20	24	6	50
Net change	—	—	—	(1)	—	(1)	—	—	(1)
Approved temporary positions[b] 2010/11	—	—	1	1	—	2	3	—	5
Proposed temporary positions[b] 2011/12	—	—	1	1	—	2	3	—	5
Net change	—	—	—	—	—	—	—	—	—
Child Protection Unit									
Approved posts 2010/11	—	—	1	—	—	1	3	1	5
Proposed posts 2011/12	—	—	1	—	—	1	3	1	5
Net change	—	—	—	—	—	—	—	—	—
Approved temporary positions[b] 2010/11	—	—	—	1	1	2	1	1	4
Proposed temporary positions[b] 2011/12	—	—	—	1	1	2	1	1	4
Net change	—	—	—	—	—	—	—	—	—
Gender Unit									
Approved 2010/11	—	—	1	1	—	2	5	1	8
Proposed 2011/12	—	—	1	1	—	2	5	1	8
Net change	—	—	—	—	—	—	—	—	—
Approved temporary positions[b] 2010/11	—	—	1	—	—	1	3	2	6
Proposed temporary positions[b] 2011/12	—	—	1	—	—	1	3	2	6
Net change	—	—	—	—	—	—	—	—	—

Civilian staff	International staff						National staff[a]	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Total									
Approved 2010/11	—	1	8	14	1	24	32	8	64
Proposed 2011/12	—	1	8	13	1	23	32	8	63
Net change	—	—	—	(1)	—	(1)	—	—	(1)
Approved temporary positions[b] 2010/11	—	—	2	3	—	5	7	3	15
Proposed temporary positions[b] 2011/12	—	—	2	3	—	5	7	3	15
Net change	—	—	—	—	—	—	—	—	—

[a] Includes National Officers and national General Service staff.
[b] Funded under general temporary assistance.

Human Rights Section

International staff: decrease of 1 post

55. Pursuant to General Assembly resolution 65/248 on the harmonization of conditions of service in the field, it is proposed that one Associate Child Protection Officer post at the P-2 level be abolished.

Component 4: humanitarian and development coordination

56. Component 4 reflects the Mission's activities to assist the Government to build capacity in emergency preparedness and response, reduce poverty and improve delivery of basic public services. The component consists of the Humanitarian and Development Coordination Unit and, since the 12 January 2010 earthquake, has drawn steady support from all other components of the Mission, in particular the military engineers and the Joint Operations and Tasking Centre, to assist in the relief, recovery and reconstruction activities.

57. The main priorities of the component during the 2011/12 budget period will be: (a) supporting the recovery and reconstruction efforts of the Government, OCHA, the United Nations country team and non-governmental organizations; and (b) building State capacity for emergency preparedness and delivery of basic public services, with particular emphasis on coordination mechanisms at the central and departmental levels.

58. The military component maintains and exercises a disaster response plan that includes a quick reaction force, comprised of military engineers and security forces, to respond to natural and man-made disasters. Military engineers will continue to support the Government's post-earthquake humanitarian efforts, including infrastructure repair and risk mitigation, especially in camps of displaced persons. Engineering tasks and infrastructure remediation efforts include removal of debris, paving of streets, drilling of wells, and road and bridge repairs.

59. The Joint Operations and Tasking Centre will maintain the concept of operations established in the aftermath of the January 2010 earthquake. In addition

to all of its pre-earthquake functions, the Centre will continue to work with OCHA to provide a single entry point for humanitarian partners to request engineering, logistical and security support from the Mission, and to prioritize the use of Mission resources in support of recovery and reconstruction efforts.

Expected accomplishments	*Indicators of achievement*
4.1 Improved humanitarian situation and progress towards economic recovery, reconstruction, epidemic mitigation efforts and poverty reduction	4.1.1 Increase in the number of displaced persons resettled to durable shelter of the total 1.3 million living in emergency shelter in camps for internally displaced persons after the earthquake (2010/11: at least 600,000 resettled to durable shelter; 2011/12: 1.3 million resettled to durable shelter)
	4.1.2 Cumulative increase in the volume of debris removed out of an estimated 15 million cubic meters of debris created by the earthquake (2010/11: between 4 and 6 million cubic metres; 2011/12: between 7.2 and 11 million cubic metres)
	4.1.3 Increase in the number of municipal committees involved in disaster reduction with emergency response plans that are established and operational (2009/10: 78; 2010/11: 125; 2011/12: 144)

Outputs

- Daily operations of military engineer companies to assist in debris removal and public infrastructure remediation activities that are necessary to ensure a secure and stable environment for relief and recovery efforts and to support the Government's resettlement strategy for displaced persons
- Maintenance of a quick reaction capability to respond to natural and man-made disasters
- Weekly provision of advice and technical assistance to the Government to ensure efficiency of international assistance to Haiti, including through coordination meetings between the Prime Minister and the Interim Haiti Reconstruction Commission
- Weekly provision of advice and technical assistance to the Government to implement the Action Plan for National Recovery and Development, assess availability of funds and project activities and evaluate humanitarian and development needs, including through meetings with the Minister of Planning and External Cooperation and the Minister of Interior and other officials from both ministries
- Weekly provision of advice and technical assistance to the Government to facilitate the implementation of humanitarian and recovery activities and to enable monitoring and evaluation of progress and outputs, including through coordination meetings between the Government, local officials of departments affected by the earthquake, OCHA, the United Nations country team and non-governmental organizations
- Weekly provision of advice and technical support to the Government and local administrations to build local capacity and improve preparedness for natural disasters and epidemics (e.g., cholera) and emergency management and response capacity in all 10 departments, including through coordination meetings with the Government, members of the United Nations country team and OCHA

- Organization of weekly public information and advocacy activities to raise public awareness concerning the resettlement of displaced persons, debris removal, natural risks and disaster management in support of national institutions, including through print and broadcast outlets, soap operas to support key messages, billboards, and dissemination of posters and other relevant print material
- Daily consultation with OCHA and the United Nations country team to coordinate and prioritize the use of Mission assets to provide security, engineering and logistics support to humanitarian, recovery, reconstruction and emergency preparedness efforts
- Weekly provision of technical support to cholera awareness and mitigation activities with local authorities and civil society organizations to enhance capacity in prevention and response, including information campaigns and provision of material support in partnership with State institutions and specialized agencies

External factors

Donors will make available the resources pledged for the Haiti Reconstruction Fund. Adequate engineering capacity will be available to remove debris and rehabilitate public infrastructure

Table 5
Human resources: component 4, humanitarian and development coordination

	International staff								
Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	*Subtotal*	*National staff*[a]	*United Nations Volunteers*	*Total*
Humanitarian and Development Coordination Unit									
Approved posts 2010/11	—	—	4	1	1	6	9	1	16
Proposed posts 2011/12	—	—	4	1	1	6	9	1	16
Net change	—	—	—	—	—	—	—	—	—
Approved temporary positions[b] 2010/11	—	—	1	—	—	1	6	—	7
Proposed temporary positions[b] 2011/12	—	—	1	—	—	1	6	—	7
Net change	—	—	—	—	—	—	—	—	—

[a] Includes National Officers and national General Service.
[b] Funded under general temporary assistance.

Component 5: support

60. The support component reflects the work of the Mission Support Division, the Conduct and Discipline Unit and the Security Section to provide effective and efficient logistical, administrative and security services in support of the implementation of the Mission's mandate through the delivery of related outputs and introduction of service improvements, as well as the realization of efficiency gains. Support will be provided to the authorized strength of 8,940 military contingents, 2,940 formed police personnel and 1,451 United Nations police personnel, including 100 seconded Corrections Officers, as well as to 668 international staff, 1,532 national staff and 277 United Nations Volunteers, including temporary positions. The range of support will comprise all support services, including the implementation of conduct and discipline programmes, personnel administration,

contracts management, finance services, procurement, maintenance and construction of office and accommodation facilities, air and surface transport operations, communications, information technology, health care, as well as provision of security services Mission-wide.

61. At this point, the decentralization of mission support, which is scheduled to be implemented in the latter part of the 2010/11 period, will be refined in terms of reporting, structure and operational response. The Property Management Section will be established. The units that were formerly under the General Services Section will continue to be assimilated under their new parent sections (the Receiving and Inspection Unit, the Property Disposal Unit and the Property Control and Inventory Unit will be assimilated in the Property Management Section; the Travel and Visa Unit in the Personnel Section; the Facilities Management Unit in the Engineering Section; the Mail and Pouch and Records Management and Archives in the Communications and Information Technology Section; and the Claims and Property Survey Unit in the Office of the Director of Mission Support).

62. The Government's intention to expand the airport complex in which the Mission's facilities are located will require the relocation of the logistics base to another site within Port-au-Prince to allow for sufficient space that can accommodate both MINUSTAH and the United Nations country team offices. Funding for the initial design concept has been included in the 2010/11 budget, and this exercise is expected to commence in the last quarter of the current period.

63. In connection with personnel administration, contracts management, finance and procurement, support to United Nations Volunteers, travel and a number of other administrative services now being processed from the newly established Liaison and Support Centre in Santo Domingo, there is an increased effort to ensure the timely, efficient and effective provision of these services, in spite of the distance to its clients. A permanent video-teleconferencing link between Port-au-Prince and Santo Domingo now bridges this distance and communications divide. The Liaison and Support Centre has established a 24/7 query response system for administrative service requests, which is available 24 hours a day, 7 days a week, especially for emergency calls after office hours. The check-in/check-out process for the Mission is centralized in Santo Domingo.

Expected accomplishments	*Indicators of achievement*
5.1 Effective and efficient administrative, logistical, and security support to the Mission	5.1.1 Maintenance of access to medical services 24 hours a day, 7 days a week, for all MINUSTAH personnel in Port-au-Prince (2009/10: 12 hours, 6 days; 2010/11: 24 hours, 7 days; 2011/12: 24 hours, 7 days)
	5.1.2 Maintenance of access to medical services during working hours and on call after working hours to all MINUSTAH personnel in the regions (2009/10: 8 hours, 5 days; 2010/11: 8 hours, 5 days; 2011/12: 8 hours, 5 days)
	5.1.3 Reduced time frame for the issuance of customs franchises to within 1.5 days (2009/10: 3 days; 2010/11: 2 days; 2011/12: 1.5 days)

	5.1.4 Operation of a 24/7 query response system, which is available 24 hours a day, 7 days a week, in the Liaison and Support Centre in Santo Domingo to ensure that administrative services queries are responded to within 48 hours (2010/11: 48 hours; 2011/12: 36 hours)

Outputs

Service improvements

- Provision of medical care on a 24-hours-a-day/7-days-a-week basis to all MINUSTAH personnel in Port-au-Prince and on an 8-hours-a-day/5-days-a-week basis during working hours and on call after working hours to all MINUSTAH personnel in the regions
- Authorization of additional approving capacity in order to increase responsiveness in raising and issuing customs franchise requests to clearing agents, for customs clearance of all equipment and material imports for MINUSTAH, including United Nations-owned equipment, contingent-owned equipment and contractor-provided equipment
- Streamlining of the Contact Centre in Santo Domingo so that it is tightly linked with the decentralized mission support structure in Haiti to provide for an efficient response system on requests/queries for administrative services (finance, personnel, procurement, contracts management, staff counselling, support to United Nations Volunteers and integrated training)

Military, police and civilian personnel

- Emplacement, rotation and repatriation of an average strength of 8,940 military contingent personnel, 2,940 formed police personnel and 1,451 United Nations police officers (including 100 seconded Corrections Officers)
- Storage and supply of rations and water for an average strength of 8,816 military contingent personnel and 2,940 formed police personnel in 40 locations
- Storage and supply of 280,210 litres of diesel fuel and kerosene for cooking purposes in support of approximately 2,940 military contingent personnel and 855 formed police personnel in 9 locations
- Implementation of a conduct and discipline programme for all military, police and civilian personnel including training, prevention, monitoring and recommendations on remedial action where misconduct has occurred

Facilities and infrastructure

- Operation and maintenance of 84 water supply sources and 36 United Nations-owned water purification plants in 15 locations and 1 water bottling plant in Port-au-Prince
- Installation and operation of 20 wastewater treatment plants in Port-au-Prince and the regions
- Operation and maintenance of 260 United Nations-owned generators, 103 United Nations-owned light towers and 19 United Nations-owned welding generators
- Maintenance and renovation of 20 km of asphalt roads in Port-au-Prince and 50 km of gravel road Mission-wide and 5 bridges
- Creation of 12 web-based map services using an ARCGIS server for Mission-specific clients (i.e. military, police personnel, maritime deployment teams, etc.)

- Maintenance of the Geographical Information System (GIS), including the update and creation of 35 data sets and production of 10,000 GIS maps
- Maintenance of 5 airfields and 12 helicopter landing sites
- Maintenance and operation of premises at four land border locations and four maritime border locations
- Management of camp services for staff accommodation in 150 MINUSTAH premises comprising 50 military sites, 19 United Nations formed police sites, 43 civilian staff premises, 9 United Nations police premises and 29 United Nations police co-locations, including cleaning, pest and vector control, grounds maintenance, septic tank maintenance, laundry, solid waste management, hazardous waste disposal, minor building maintenance and repair, and plant and equipment maintenance and repair
- Storage and supply of 16.6 million litres of petrol, oil and lubricants for 260 United Nations-owned generators, 103 United Nations-owned light towers, 19 United Nations-owned welding generators and 763 contingent-owned generators

Ground transportation

- Operation and maintenance of 1,614 vehicles, including 14 armoured vehicles, 4 trailers, and 133 vehicle attachments, through 11 workshops in 11 locations
- Operation of a daily shuttle service in Port-au-Prince, 7 days a week, for an average of 1,200 personnel (international and national staff, United Nations Volunteers, United Nations police personnel, military staff officers and corrections officers)
- Storage and supply of 8.0 million litres of petrol, oil and lubricants for 1,614 United Nations-owned vehicles and 2,515 contingent-owned vehicles

Air transportation

- Management and operation of 2 fixed-wing aircraft (1 military and 1 civilian) and 10 rotary-wing aircraft (6 military and 4 civilian) in 5 airfields and 12 helicopter landing sites
- Storage and supply of 4.1 million litres of aviation fuel for 2 fixed-wing and 10 rotary-wing aircraft
- Maintenance of the capability for simultaneous deployment of aircraft to 3 temporary operating bases in the regions
- Provision of 24-hour aviation operations support, including search and rescue, casualty and medical evacuations, night flight operations, and military reconnaissance flights

Naval transportation

- Operation and maintenance of 16 contingent-owned naval vessels and 12 zodiac boats
- Storage and supply of 647,584 litres of petrol for 16 contingent-owned naval vessels and 12 zodiac boats

Communications

- Support and maintenance of a satellite network consisting of 2 earth station hubs to provide voice, fax, video and data communications; 27 very small aperture terminal (VSAT) systems; and 40 telephone exchanges to provide voice, fax, video, data communications, disaster recovery and business continuity services for 3,158 users and 123 microwave links

- Support and maintenance of an ultra-high frequency (UHF) network consisting of 1,823 mobile radios and 3,561 hand-held radios, 780 trunking mobile radios and 3,400 trunking hand-held radios
- Support and maintenance of a high frequency (HF) network consisting of 893 mobile radios with a global positioning system (GPS) option and 134 base stations (data-capable)
- Support and maintenance of 13 communications centres throughout Haiti
- Support and maintenance of 25 communications sites to enhance microwave, ultra-high and high frequency network coverage throughout Haiti

Information technology

- Support and maintenance of 159 servers, 3,650 desktop computers, 1,346 laptop computers, 197 printers and 258 digital senders
- Support and maintenance of local area networks (LAN) and wide area networks (WAN) for 4,400 users
- Support and maintenance of three disaster recovery sites (Santo Domingo — tier II, Mission headquarters — tier I, logistics yard — tier I)

Medical

- Operation and maintenance of a level II hospital in Port-au-Prince, 33 level I clinics and 3 dispensaries providing medical services to all Mission personnel and to staff of other United Nations agencies in cases of emergency
- Monitoring of epidemiological indicators, such as incidents of cholera, malaria, pandemic flu, dengue fever, etc., in conjunction with United Nations agencies, funds and programmes
- Maintenance of a central laboratory in Port-au-Prince and three basic laboratories, in Cap-Haïtien, Gonaïves and Les Cayes
- Maintenance of Mission-wide land and air evacuation arrangements for all Mission personnel, including strategic air evacuation from level I facilities to the level II hospital, and from the level II hospital to level III and level IV facilities

Security

- Provision of security services 24 hours a day, 7 days a week, for an average of 124 military staff officers, 1,451 United Nations police officers (including 100 seconded Corrections Officers), 668 international staff, 277 United Nations Volunteers and 1,532 national staff, including close protection of senior mission staff and visiting high-level officials, as well as for United Nations facilities and sites
- Mission-wide site security assessments, including residential surveys for 1,200 residences
- Conduct of a total of 24 information sessions on security awareness and contingency plans for all Mission staff
- Implementation of fire safety services for airfield and helicopter landing sites throughout the Mission area
- Induction security training and primary fire training/drills for all new Mission staff, as well as basic fire-fighting refresher courses for all security staff and fire wardens in the Mission
- Conduct of security prevention campaigns through daily security patrols to ensure compliance with security measures, such as out-of-bounds locations or movement restrictions and in response to security emergencies
- Implementation and update of the country security plan

- Investigation of all incidents involving third-party liability for the Mission and/or its personnel, road traffic accidents, loss of United Nations-owned equipment, injuries or death of Mission personnel and misconduct

External factors

Supplies, equipment and outsourced services will be delivered as contracted, and operations will not be adversely impacted by natural disasters

Table 6
Human resources: component 5, support

	International staff								
Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	*Subtotal*	*National staff*[a]	*United Nations Volunteers*	*Total*
Conduct and Discipline Unit									
Approved posts 2010/11	—	—	2	1	—	3	1	—	4
Proposed posts 2011/12	—	—	2	1	—	3	1	—	4
Net change	—	—	—	—	—	—	—	—	—
Approved temporary positions[b] 2010/11	—	—	1	—	1	2	1	—	3
Proposed temporary positions[b] 2011/12	—	—	1	—	1	2	1	—	3
Net change	—	—	—	—	—	—	—	—	—
Security Section									
Approved posts 2010/11	—	—	2	15	49	66	214	—	280
Proposed posts 2011/12	—	—	2	15	48	65	215	—	280
Net change	—	—	—	—	(1)	(1)	1	—	—
Approved temporary positions[b] 2010/11	—	—	1	1	15	17	27	—	44
Proposed temporary positions[b] 2011/12	—	—	1	1	15	17	27	—	44
Net change	—	—	—	—	—	—	—	—	—
HIV/AIDS Unit									
Approved posts 2010/11	—	—	1	—	—	1	3	2	6
Proposed posts 2011/12	—	—	1	—	—	1	3	2	6
Net change	—	—	—	—	—	—	—	—	—
Approved temporary positions[b] 2010/11	—	—	—	1	—	1	1	—	2
Proposed temporary positions[b] 2011/12	—	—	—	1	—	1	1	—	2
Net change	—	—	—	—	—	—	—	—	—
Mission Support Division Office of the Director									
Approved posts 2010/11	—	1	5	7	21	34	25	1	60
Proposed posts 2011/12	—	1	5	7	20	33	26	1	60
Net change	—	—	—	—	(1)	(1)	1	—	—

Civilian staff	International staff						National staff[a]	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Approved temporary positions[b] 2010/11	—	1	2	4	2	9	1	—	10
Proposed temporary positions[b] 2011/12	—	1	2	4	2	9	1	—	10
Net change	—	—	—	—	—	—	—	—	—
Administrative Services									
Approved posts 2010/11	—	—	8	19	55	82	437	31	550
Proposed posts 2011/12	—	—	8	18	28	54	463	31	548
Net change	—	—	—	(1)	(27)	(28)	26	—	(2)
Approved temporary positions[b] 2010/11	—	1	12	13	28	54	43	10	107
Proposed temporary positions[b] 2011/12	—	1	12	13	28	54	43	10	107
Net change	—	—	—	—	—	—	—	—	—
Integrated Support Services									
Approved 2010/11	—	—	9	25	131	165	331	97	593
Proposed 2011/12	—	—	9	25	116	150	346	97	593
Net change	—	—	—	—	(15)	(15)	15	—	—
Approved temporary positions[b] 2010/11	—	1	11	12	32	56	92	34	182
Proposed temporary positions[b] 2011/12	—	1	11	12	32	56	92	34	182
Net change	—	—	—	—	—	—	—	—	—
Total, support									
Approved posts 2010/11	—	1	27	67	256	351	1 011	131	1 493
Proposed posts 2011/12	—	1	27	66	212	306	1 054	131	1 491
Net change	—	—	—	(1)	(44)	(45)	43	—	(2)
Approved temporary positions[b] 2010/11	—	3	27	31	78	139	165	44	348
Proposed temporary positions[b] 2011/12	—	3	27	31	78	139	165	44	348
Net change	—	—	—	—	—	—	—	—	—

[a] Includes National Officers and national General Service staff.
[b] Funded under general temporary assistance.

Security Section

International staff: decrease of 1 post

National staff: increase of 1 post

64. Pursuant to General Assembly resolution 65/248 on the harmonization of conditions of service in the field, it is proposed that one Administrative Assistant post (Field Service) be converted to a national General Service post.

Mission Support Division

Office of the Director

International staff: decrease of 1 post

National staff: increase of 1 post

65. Pursuant to General Assembly resolution 65/248 on the harmonization of conditions of service in the field, it is proposed that one Human Resources Assistant post (Field Service) in the Office of the Regional Coordinator (Operations and Administration) be converted to a national General Service post.

Administrative Services

International staff: decrease of 28 posts

National staff: increase of 26 posts

66. Pursuant to General Assembly resolution 65/248 on the harmonization of conditions of service in the field, it is proposed that one Associate Contracts Management Officer (P-2) and one Receiving and Inspection Assistant post (Field Service) be abolished and 26 Field Service posts (6 Administrative Assistants, 2 Budget Assistants, 1 Finance Assistant, 5 Human Resources Assistants, 3 Assistants to the Staff Counsellor, 1 Welfare Assistant, 3 Procurement Assistants, 1 Quality Control Assistant, 1 Catering Assistant, 1 Mail Receiving Assistant and 2 Contracts Management Assistants) be converted to national General Service posts.

Integrated Support Services

International staff: decrease of 15 posts

National staff: increase of 15 posts

67. Pursuant to General Assembly resolution 65/248 on the harmonization of conditions of service in the field, it is proposed that 15 Field Service posts (4 Administrative Assistants, 1 Budget Assistant, 1 Logistics Assistant, 1 Generator Mechanic, 1 Fuel Assistant, 1 Vehicle Technician, 3 Contingent-owned Equipment Assistants, 1 Property and Inventory Assistant and 2 Supply Assistants) be converted to national General Service posts.

II. Financial resources

A. Overall

(Thousands of United States dollars. Budget year is 1 July to 30 June.)

Category	Expenditures (2009/10)	Apportionment (2010/11)	Cost estimates (2011/12)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Military and police personnel					
Military observers	—	—	—	—	—
Military contingents	196 950.5	244 075.2	226 990.3	(17 084.9)	(7.0)
United Nations police	60 071.8	78 460.0	80 685.1	2 225.1	2.8
Formed police units	38 284.7	73 806.1	62 305.1	(11 501.0)	(15.6)
Subtotal	**295 307.0**	**396 341.3**	**369 980.5**	**(26 360.8)**	**(6.7)**
Civilian personnel					
International staff	97 241.7	83 792.4	95 264.1	11 471.7	13.7
National staff	35 768.9	34 309.7	34 838.3	528.6	1.5
United Nations Volunteers	11 602.8	13 720.6	12 571.2	(1 149.4)	(8.4)
General temporary assistance	3 387.2	25 606.4	30 189.0	4 582.6	17.9
Subtotal	**148 000.6**	**157 429.1**	**172 862.6**	**15 433.5**	**9.8**
Operational costs					
Government-provided personnel	816.3	4 635.0	4 635.0	—	—
Civilian electoral observers	—	—	—	—	—
Consultants	193.2	655.9	626.4	(29.5)	(4.5)
Official travel	8 240.0	8 563.1	7 745.3	(817.8)	(9.6)
Facilities and infrastructure	118 908.6	138 307.3	141 249.0	2 941.7	2.1
Ground transportation	19 756.0	26 672.0	13 515.6	(13 156.4)	(49.3)
Air transportation	27 159.7	28 874.8	26 964.2	(1 910.6)	(6.6)
Naval transportation	425.0	1 140.2	964.5	(175.7)	(15.4)
Communications	35 506.7	34 479.4	30 795.8	(3 683.6)	(10.7)
Information technology	15 518.6	11 743.7	6 833.4	(4 910.3)	(41.8)
Medical	7 104.4	9 426.8	8 658.8	(768.0)	(8.1)
Special equipment	3 066.3	4 700.4	4 909.4	209.0	4.4
Other supplies, services and equipment	30 738.2	23 358.4	13 064.5	(10 293.9)	(44.1)
Quick-impact projects	3 000.0	7 500.0	7 500.0	—	—
Subtotal	**270 433.0**	**300 057.0**	**267 461.9**	**(32 595.1)**	**(10.9)**
Gross requirements	**713 740.6**	**853 827.4**	**810 305.0**	**(43 522.4)**	**(5.1)**
Staff assessment income	14 152.8	17 314.6	18 070.0	755.4	4.4
Net requirements	**699 587.8**	**836 512.8**	**792 235.0**	**(44 277.8)**	**(5.3)**
Voluntary contributions in kind (budgeted)	—	—	—	—	—
Total requirements	**713 740.6**	**853 827.4**	**810 305.0**	**(43 522.4)**	**(5.1)**

B. Non-budgeted contributions

68. The estimated value of non-budgeted contributions for the period from 1 July 2011 to 30 June 2012 is as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Status-of-forces agreement[a]	5 378.6
Voluntary contributions in kind (non-budgeted)	—
Total	**5 378.6**

[a] Estimated rental value of Government-provided land and premises.

C. Efficiency gains

69. The cost estimates for the period from 1 July 2011 to 30 June 2012 take into account the following efficiency initiatives:

(Thousands of United States dollars)

Category	*Amount*	*Initiative*
Communications spare parts	272.2	Enhanced preventive maintenance measures, standardization of information and communications technology infrastructure, use of warranty services and replacement of aged and technologically obsolete equipment, as well as increased user awareness would result in a reduction in requirements for communications spare parts from 4 per cent of total inventory value in 2010/11 to 3.5 per cent of estimated total inventory value in 2011/12
Ground transportation spare parts	500.0	Reduced spare parts holdings
Total	**772.2**	

D. Vacancy factors

70. The cost estimates for the period from 1 July 2011 to 30 June 2012 take into account the following vacancy factors:

(Percentage)

Category	*Actual 2009/10*	*Budgeted 2010/11*	*Projected 2011/12*
Military and police personnel			
Military contingents	5	1	3
United Nations police	14	6	5
Formed police units	32	5	20
Civilian personnel			
International staff	14	14	10
National staff			
National Officers	8	6	8
National General Service staff	4	6	8
United Nations Volunteers	10	8	10
Temporary positions[a]			
International staff	28	15	30
National staff			
National Officers	9	6	10
National General Service staff	6	6	10
Government-provided personnel	42	16	16

[a] Funded under general temporary assistance.

71. Pursuant to Security Council resolution 1944 (2010), the cost estimates for 2011/12 are premised on the full deployment of military and police personnel. However, based on recent deployment patterns, the cost estimates reflect the application of delayed deployment factors of 3 per cent for military contingents, 5 per cent for United Nations police and 20 per cent for formed police personnel.

72. For international staff, a vacancy factor of 10 per cent has been applied to the cost estimates, taking into account the proposed abolishment of 4 posts and the proposed conversion of 54 Field Service posts to national General Service posts. A vacancy factor of 8 per cent has been applied to estimates for national staff posts. The cost estimates for temporary positions take into account a vacancy factor of 30 per cent for international positions and 10 per cent for national positions, based on recent incumbency patterns. In addition, the estimates for Government-provided personnel reflect the application of a 16 per cent vacancy factor, based on recent deployment patterns.

E. Contingent-owned equipment: major equipment and self-sustainment

73. Requirements for the period from 1 July 2011 to 30 June 2012 are based on standard reimbursement rates for major equipment (wet-lease) and self-sustainment in the total amount of $99,780,900 as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Major equipment	
Military contingents	40 950.4
Formed police units	10 023.4
Subtotal	**50 973.8**
Self-sustainment	
Facilities and infrastructure	26 963.9
Communications	10 496.2
Medical	6 452.8
Special equipment	4 894.2
Subtotal	**48 807.1**
Total	**99 780.9**

Mission factors	*Percentage*	*Effective date*	*Last review date*
A. Applicable to Mission area			
Extreme environmental condition factor	1.1	1 July 2011	—
Intensified operational condition factor	1.3	1 July 2011	—
Hostile action/forced abandonment factor	1.0	1 July 2011	—
B. Applicable to home country			
Incremental transportation factor	0.00-5.00		

F. Training

74. The estimated resource requirements for training for the period from 1 July 2011 to 30 June 2012 are as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Consultants	
Training consultants	626.4
Official travel	
Official travel, training	1 120.2
Other supplies, services and equipment	
Training fees, supplies and services	620.7
Total	**2 367.3**

75. The number of participants planned for the period from 1 July 2011 to 30 June 2012, compared to previous periods, is as follows:

(Number of participants)

	International staff			*National staff*			*Military and police personnel*		
	Actual 2009/10	*Planned 2010/11*	*Proposed 2011/12*	*Actual 2009/10*	*Planned 2010/11*	*Proposed 2011/12*	*Actual 2009/10*	*Planned 2010/11*	*Proposed 2011/12*
Internal	146	1 345	1 606	101	2 034	2 544	6 322	1 018	2 341
External[a]	64	381	92	2	99	28	—	12	—
Total	**210**	**1 726**	**1 698**	**103**	**2 133**	**2 572**	**6 322**	**1 030**	**2 341**

[a] Includes the United Nations Logistics Base at Brindisi, Italy, and outside the Mission area.

76. The increased requirements for internal training are primarily attributable to the higher number of training workshops for mandatory air and ground transportation, safety and telecommunications, medical, supply and property management training and certification.

77. The resource requirements for external training reflect a reduction in training courses outside the Mission area due to a decrease in the number of Mission personnel participating in training programmes.

G. Community violence reduction

78. The estimated resource requirements for community violence reduction for the period 1 July 2011 to 30 June 2012 are as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Other supplies, services and equipment	
Other services	9 000.0
Total	**9 000.0**

79. The Mission's expanded community violence reduction programme, which evolved following January 2010, is proposed to continue at the same scope and funding level to allow for a consolidation of the gains achieved against a resurgence of violence in communities at risk. The presence of a large number of camps for internally displaced persons has exacerbated the already fragile conditions and security situation of neighbouring impoverished communities.

80. The community violence reduction projects continue to play a useful role in defusing conflicts in violence-affected neighbourhoods and camps for internally displaced persons. Without tangible socio-economic improvements, phasing out such activities would entail a risk of instability in those areas. However, in order to foster national ownership and sustainability, particularly as Haiti is moving into a reconstruction phase, it will be important to hand over the portfolio of projects to national and international implementing partners. The Community Violence Reduction Section is developing a plan of action to facilitate and consolidate a hand-over through the conduct of over 100 regular community forum sessions in all neighbourhoods receiving community violence reduction assistance. These forums

bring together community representatives, local authorities, the national police and relevant international and national implementing partners. In the course of the 2011/12 period, a selection of capable and reliable State and civil society organizations will be identified and presented to the donor community for the continuation of activities.

81. To better understand the impact of the community violence reduction programme in the continuously evolving security environment, MINUSTAH is also identifying best practices and collecting data and qualitative feedback on the impact of community violence reduction projects for an evaluation of the programme. On the basis of this exercise, the Mission will hone its approach, both towards the local communities and in relation to other international actors.

82. It is proposed that resource requirements for community violence reduction programmes continue to be maintained at $9 million for the 2011/12 period, which is identical to the provision for the 2010/11 period. The Mission plans to implement a total of 46 projects, which include 30 labour-intensive, income-generating projects for 42,000 at-risk youth, men and women. The projects will include, among other things, six labour-intensive projects (on neighbourhood improvement, canal rehabilitation and relocation) to be implemented by the military component; four professional skills training projects for 480 at-risk youth and prison inmates; four small enterprise start-up and apprenticeship placement projects for 468 youth and women; four gender-based violence prevention and child protection projects for 3,000 street children and 6,000 women victims of violence; one legal aid project on support to the national legal aid system, which will address prolonged prison detention, gender-based violence, child protection and civil status; and three public outreach and community mediation projects to support the work of community forums to foster coordination between local authorities, communities and other national and international actors. In addition, the funding will allow for 40 public outreach and information campaigns for violence reduction.

H. Quick-impact projects

83. The estimated resource requirements for quick-impact projects for the period from 1 July 2011 to 30 June 2012, compared to previous periods, are as follows:

(Thousands of United States dollars)

Period	*Amount*	*Number of projects*
1 July 2009 to 30 June 2010 (actual)	3 000.0	143
1 July 2010 to 30 June 2011 (approved)	7 500.0	190
1 July 2011 to 30 June 2012 (proposed)	7 500.0	200

84. The effects and consequences of the 12 January 2010 earthquake still continue to be visible throughout the country. While the disbursement of donor funds to Haiti through the Interim Haiti Recovery Commission, the United Nations country team, the European Union, the United States Agency for Institutional Development (USAID), bilateral donors and international and national non-government organizations increased considerably, the substantial and widespread dividends of the reconstruction activities still do not reach all the affected.

85. Quick-impact projects continue to be not only a highly valuable instrument in enhancing confidence-building, but also a cost-effective tool in addressing gaps in recovery activities in areas related to institutional and territorial rebuilding, where the Mission has a clear comparative advantage. The need for assistance to the Government through quick-impact projects will persist until the effects of the implementation of the large projects in the Action Plan for National Recovery and Development financed through the Interim Haiti Recovery Commission and/or other mechanisms, achieve practical results.

86. Resources for quick-impact projects are proposed to remain at $7.5 million in the 2011/12 period. The proposed estimate would provide for the implementation of 95 quick-impact projects on infrastructure and delivery of basic services, 70 projects on livelihood and job creation and 35 projects on training and capacity-building. Where projects require additional funding to achieve objectives, co-financing will be sought from partners, donors and the Haiti Reconstruction Fund. Quick-impact projects will be approved after consultation with the Government, the United Nations country team and donors in order to identify gaps in recovery activities and prevent duplication of effort.

III. Analysis of variances[2]

87. The standard terminology applied with respect to the analysis of resource variances in this section is defined in annex I.B of the present report. The terminology used remains the same as in previous reports.

	Variance	
Military contingents	($17 084.9)	(7.0%)

- **Management: reduced inputs and same outputs**

88. The variance is primarily attributable to: (a) reduced requirements for standard reimbursements to troop-contributing Governments for contingent-owned equipment as a result of the refinement of estimates related to the additional military personnel deployed after the earthquake, compared with more preliminary estimates for the 2010/11 period; (b) lower average costs for rotation travel, based on recent expenditure patterns; and (c) the exclusion of provision for freight and deployment of equipment, owing to the projected completion of deployment in the 2010/11 period.

	Variance	
United Nations police	$2 225.1	2.8%

- **Management: additional inputs and same outputs**

89. The variance is primarily attributable to additional requirements for mission subsistence allowance, based on the assumption of full deployment of 1,351 United Nations police officers (excluding 100 Corrections Officers categorized as Government-provided personnel) in 2011/12, while provision for the 2010/11 period was based on the phased deployment of 200 additional police officers authorized in

[2] Resource variance amounts are expressed in thousands of United States dollars. Analysis is provided for variances of at least plus or minus 5 per cent, or $100,000.

Security Council resolution 1927 (2010). Based on recent deployment patterns, the cost estimates take into account a delayed deployment factor of 5 per cent, compared with 6 per cent delayed deployment factor applied in 2010/11.

	Variance	
Formed police units	($11 501.0)	(15.6%)

- **Management: reduced inputs and same outputs**

90. The variance is primarily attributable to: (a) lower average costs of rotation travel, based on recent expenditure patterns; (b) the exclusion of provision for freight and deployment of equipment, based on the projected completion of the deployment of equipment in the 2010/11 period; and (c) reduced requirements for standard reimbursements for major equipment resulting from the refinement of estimates based on draft and signed memorandums of understanding compared with more preliminary estimates in the 2010/11 period.

	Variance	
International staff	$11 471.7	13.7%

- **Cost parameters: implementation of new contractual arrangements**

91. The variance is primarily attributable to additional requirements for common staff costs resulting from the revision of the basis for the estimation to 90.4 per cent of net salaries, compared with 69 per cent of net salaries in the 2010/11 period. The variance also takes into account the application of a vacancy factor of 10 per cent, compared with the 14 per cent vacancy factor applied in 2010/11.

	Variance	
National staff	$528.6	1.5%

- **Management: additional inputs and same outputs**

92. The higher requirements are mainly due to the proposed 54 additional national staff posts.

	Variance	
United Nations Volunteers	($1 149.4)	(8.4%)

- **Mandate: reduced inputs and same outputs**

93. The variance is primarily attributable to reduced requirements resulting from the application of a vacancy factor of 10 per cent, compared with the vacancy factor of 8 per cent applied in the 2010/11 period.

	Variance	
General temporary assistance	$4 582.6	17.9%

- **Cost parameters: implementation of new contractual arrangements**

94. The variance is primarily attributable to additional requirements for common staff costs resulting from the revision of the basis for the estimation to 90.4 per cent of net salaries for international staff, compared with 69 per cent of net salaries in the 2010/11 period. The additional requirements are offset in part by the application of a vacancy factor of 30 per cent for international staff, compared with the 15 per cent vacancy factor applied in 2010/11, and a 10 per cent vacancy factor for national staff, compared with the 6 per cent vacancy factor applied in 2010/11. The cost estimates reflect provision for 193 international positions and 245 national positions for the nine-month period from July 2011 to March 2012, based on the projected completion of surge requirements.

	Variance	
Official travel	($817.8)	(9.6%)

- **Management: reduced inputs and same outputs**

95. The variance is attributable to reduced requirements for travel and related costs resulting from a decrease in the number of temporary staff to be deployed on temporary duty assignments in 2011/12. The variance was partly offset by additional requirements for training programmes outside the Mission area.

	Variance	
Facilities and infrastructure	$2 941.7	2.1%

- **Management: additional inputs and outputs**

96. The variance results primarily from additional requirements for: (a) petrol, oil and lubricants, owing to the implementation of the turnkey contract for fuel and a projected increase in fuel consumption to 16.6 million litres in 2011/12, compared with 11.0 million litres in 2010/11, and (b) utilities, owing to the increase in the number of premises. The variance is partly offset by reduced requirements for the acquisition of prefabricated facilities, electrical equipment, generators, and water and septic tanks, based on the projection that acquisitions would be completed in the 2010/11 period, as well as the exclusion of provision for accommodation in the naval vessel.

	Variance	
Ground transportation	($13 156.4)	(49.3%)

- **Management: reduced inputs and same outputs**

97. The reduced requirements are primarily attributable to the exclusion of provision for the acquisition of vehicles and vehicle workshop equipment, based on the projection that acquisitions would be completed in the 2010/11 period. The variance is offset in part by additional requirements related to the implementation of the turnkey contract for fuel.

	Variance	
Air transportation	**($1 910.6)**	**(6.6%)**

- **Management: reduced inputs and same outputs**

98. The variance is primarily attributable to reduced requirements for the rental and operation of helicopters, offset in part by additional requirements related to the implementation of the turnkey contract for fuel.

	Variance	
Naval transportation	**($175.7)**	**(15.4%)**

- **Management: reduced inputs and same outputs**

99. The variance is primarily attributable to reduced requirements for petrol, oil and lubricants for 16 contingent-owned patrol boats, based on recent consumption patterns.

	Variance	
Communications	**$3 683.6**	**10.7%**

- **Management: reduced inputs and same outputs**

100. The variance is primarily attributable to: (a) reduced requirements for communications equipment, as provision is made only for the replacement of equipment beyond economical repair, and (b) to the exclusion of provision for the acquisition of public information equipment, based on the projection that acquisitions would be completed in the 2010/11 period.

	Variance	
Information technology	**($4 910.3**	**(41.8%)**

- **Management: reduced inputs and same outputs**

101. The reduced requirements are primarily attributable to fewer acquisitions of information technology equipment, based on the projection of the completion of acquisitions in the 2010/11 period.

	Variance	
Medical	**($768.0)**	**(8.1%)**

- **Management: reduced inputs and same outputs**

102. The variance is attributable to reduced requirements for medical supplies and services based on recent expenditure patterns. In addition, the variance results from reduced requirements for standard reimbursements to troop- and formed-police-contributing Governments for self-sustainment.

	Variance	
Special equipment	$209.0	4.4%

- **Management: additional inputs and outputs**

103. The variance is attributable to additional requirements for standard reimbursements to troop- and formed-police-contributing countries for self-sustainment and the acquisition of a cardiac reader to replace a damaged unit.

	Variance	
Other supplies, services and equipment	($10 293.9)	(44.1%)

- **Management: reduced inputs and outputs**

104. The variance is primarily attributable to the exclusion of provisions related to support of the Office of the Special Envoy, as well as direct support to the Government of Haiti, which were included in the 2010/11 period.

IV. Actions to be taken by the General Assembly

105. **The actions to be taken by the General Assembly in connection with the financing of MINUSTAH are:**

(a) Appropriation of the amount of $810,305,000 for the maintenance of the Mission for the 12-month period from 1 July 2011 to 30 June 2012;

(b) Assessment of the amount of $236,339,000 for the period from 1 July 2011 to 15 October 2011;

(c) Assessment of the amount of $573,966,000 for the period from 16 October 2011 to 30 June 2012 at a monthly rate of $67,525,420, should the Security Council decide to continue the mandate of the Mission.

V. Summary of follow-up action taken to implement the decisions and requests made by the General Assembly in its resolutions 64/269 and 65/256, and requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly, and of the United Nations Board of Auditors

A. General Assembly

(Resolution 64/269)

Decision/request	*Action taken to implement decision/request*
Section I: budget presentation and financial management	
Reaffirms that budget submissions should reflect management improvements and efficiency gains to be achieved and should present future strategies in that regard (para. 10).	The Mission's proposed budget reflects management improvements and efficiency gains for the 2011/12 period.
Stresses the importance of further steps by the Secretary-General towards improving budget presentations and making more accurate forecasts (para. 11).	Steps have been taken to improve budget presentation and to formulate more accurate estimates based on historical factual data.
Notes with concern the significant amount of prior-period obligations cancelled by several missions, and reiterates its request that the Secretary-General improve control over obligations (para. 15).	The Mission reviews all outstanding obligations on a monthly basis, with the intent to liquidate obligations that are deemed unnecessary. A review committee, comprising the Director of Mission Support, the Chief of Integrated Support Services, the Chief of Administrative Services, the Chief Budget Officer and the Chief Finance Officer has been established to examine all unliquidated obligations and identify valid obligations that are to be retained.

(Resolution 65/256)

Decision/request	*Action taken to implement decision/request*
Requests the Secretary-General to ensure that proposed peacekeeping budgets are based on the relevant legislative mandates (para. 8).	Every effort is being made to align resources to operational requirements which support the mandate of the Mission.
Requests the Secretary-General to speed up the recruitment process in order to fill vacancies in an expeditious and efficient manner, in particular in national temporary positions (para. 12).	The Mission has put a tiger team in place with the sole purpose of expediting the recruitment process. Additionally, potential candidates are taken from the roster of the Field Central Review Board and employment offers are made.

Requests the Secretary-General to ensure that MINUSTAH increases procurement opportunities for local vendors (para. 13).	Every effort is being made to encourage the active participation of local vendors.
Requests the Secretary-General to ensure the efficient, expeditious and full implementation of the total amount allocated to quick-impact projects for the period from 1 July 2010 to 30 June 2011 (para. 14).	The exceptional approval of the increase in the threshold for quick-impact projects from $25,000 to $100,000 has helped in moving the process forward. Every effort is being made to complete projects on time and follow-up action has been initiated to review projects that have been implemented.
Requests the Secretary-General, in submitting his next budget proposal for the Mission, to fully review the current needs assessment on the ground regarding quick-impact projects, taking into account the related guidelines of the Department of Peacekeeping Operations on quick-impact projects (para. 15).	Every effort is being made to review the needs assessment on quick-impact projects, taking into consideration the Department of Peacekeeping Operation's guidelines on quick-impact projects.
Requests the Secretary-General to strengthen the coordination among the Mission, the United Nations country team and other United Nations entities, including in addressing the root causes of unexpected emergencies, such as the situation resulting from cholera outbreak (para. 16).	Every effort is being made in this regard to finalize a common services agreement that would further strengthen the coordination between MINUSTAH and the various United Nations entities in Haiti.
Requests the Secretary-General to make use of the resources available for provision of logistical and technical expertise to assist the Government of Haiti, as mandated by Security Council resolutions 1927 (2010) and 1944 (2010), to proceed swiftly with activities in this regard (para. 19).	The memorandum of understanding for the support of the Government of Haiti has been signed by all parties and the support effort has been accelerated.

B. Advisory Committee on Administrative and Budgetary Questions

(A/64/660)

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee welcomes the effort to refine the budget presentation and looks forward to continued improvement. However, in the Committee's view, the section on planning assumptions should be further developed so as to provide a more accessible narrative which would give a clearer presentation of overall resource requirements and programmatic aspects and describe not only planned initiatives but also the linkage to current operational requirements (para. 16).	The planning assumptions as reflected in the 2011/12 budget proposal articulates a strategic vision that addresses the following points: (a) progress made in the implementation of the Mission's mandate since 2004 and its main priorities for the 2011/12 period pursuant to Security Council resolutions 1908 (2010) and 1944 (2010); (b) the current operating environment, which is set to continue through the 2011/12 budget; (c) substantive programmatic aspects of planned initiatives and resources currently available and planned activities to be undertaken for 2011/12; (d) achievements made since the start of the Mission's temporary post-earthquake surge effort; (e) linkages

	between resources and substantive programmatic aspects projected for the 2011/12 budget period; and (f) key management decisions which would affect the use of military, police and civilian resources, as well as substantive programmatic funding. In addition, the information provided in the planning assumptions highlights the management decisions related to the provision of logistical and technical expertise to the Government of Haiti mandated by Security Council resolutions 1908 (2010) and 1944 (2010), and the collaboration with OCHA and the United Nations country team in supporting humanitarian and recovery efforts.
In general, the Advisory Committee has found that the presentation in the proposed budgets is heavily oriented towards information on objects of expenditure rather than a clear description of the activities envisaged and the resources required to undertake them. With respect to mission support, clear information should be provided on multi-year engineering and infrastructure projects and on how the resources requested are aligned with the programme of work for such projects (para. 17).	Results-based budgeting is the methodology used, and it creates a link between expected accomplishments, indicators of achievement and outputs to resource requirements. The Mission's multi-year projects consist of a proposal for the construction of a United Nations house and a 500-person accommodation camp. Each project has three distinct phases (consultancy, procurement and construction) and resources are allocated and aligned as per each phase.
The Advisory Committee continues to believe that the scope of efficiencies could be expanded to include other components. Furthermore, the Committee notes a continued lack of clarity as to what exactly constitutes an efficiency gain. In this connection, the Committee reiterates that a distinction must be made between savings, which are in essence cost reductions achieved through efficiency measures, and underexpenditures, which may be a reflection of delays in the implementation of programmed activities or their non-implementation. The Committee notes the definition of efficiency gains put forward by the Secretary-General. The Committee broadly views efficiency gains as the achievement of the same result with fewer resources (para. 20).	Every effort is made to identify efficiency gains wherever they may be, regardless of the component. The substantive elements are particularly encouraged to identify efficiency gains. The term "efficiency gains" is defined as unspent resources which result from a reduction in resources for the same output or an increase in output for the same amount of resources.
The Committee reiterates its recommendation that future performance reports should include a fuller explanation of the redeployments between major expenditure categories that are authorized by the Controller (para. 22).	Every effort is being made to include full justification on the redeployment of funds between major expenditure categories.
The Committee again emphasizes that, as a rule, general temporary assistance funding should be used in exceptional and/or peak workload circumstances, for the replacement of staff on maternity or sick leave, or for time-limited projects. Although exceptions are sometimes made by the General Assembly or	The Mission's surge effort will be required for two years. In this regard, all temporary positions have been established until 30 June 2011. Further extension of each temporary position beyond June 2011 has been explained in the Mission's proposed budget for the 2011/12 period based on continuing operational needs.

recommended by the Committee, general temporary assistance funding should not be sought for functions of a continuing nature or for long periods. Furthermore, requests for general temporary assistance funding should not be resubmitted repeatedly for the same function, nor should recommendations in favour of such funding be viewed as carrying with them the expectation of conversion to posts in the next budget period. The Committee is concerned that this funding mechanism is increasingly being misused, with the result that the budgeting for personnel has become less transparent. The Committee recommends that future requests include an explanation for the continued use of general temporary assistance funding for a particular function, as well as an indication of the length of time the function has been carried out using such funding. Moreover, requests for conversion in missions that are drawing down should be made only in exceptional circumstances (para. 48).	By the end of June 2011, a number of temporary positions are proposed to be abolished (Director of Political Affairs, D-2; Senior Special Adviser/Office of the Special Representative of the Secretary-General, D-1; Senior Coordination Officer/Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)), P-5; Operations Officer, P-4; and Electoral Affairs Officer, P-4). The earthquake caused the sudden loss of approximately one third of the country's 60,000 civil servants. Exacerbated by the damages sustained by the police commissariats, prisons and courts of justice, the justice system and rule of law were further weakened. To sustain support to the Government of Haiti, while it builds up its capacity on the rule of law, a number of post-earthquake surge positions have to be retained. These include but are not limited to those in the Justice Section, the Corrections Unit and the Office of the Police Commissioner. The support component will require all its temporary positions in 2011/12, as it has utilized these positions to support the significant increase in engineering projects (reconstruction and disaster-mitigation support to the Government of Haiti, new offices and staff accommodation); the decentralization of mission support; the establishment of the Liaison and Support Centre in Santo Domingo; establishment of the Léogâne subregional office in Léogâne; and the establishment of the Property Management Section.

(A/64/660/Add.16)

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee trusts that the pending death and disability claim will be paid expeditiously. Furthermore, the Committee trusts that the 17 draft memorandums of understanding will be finalized as soon as possible (para. 8).	Claims resulting from death and disability are being handled at United Nations Headquarters by the Advisory Board on Compensation Claims. To assist in the timely processing of these claims, the Mission ensures that it provides Headquarters with the requisite information, such as death certificates, beneficiary forms, notification of death, personnel actions, etc., in order to complete settlement of cases.
The Committee notes that the Mission is considering the construction of hurricane- and earthquake-resistant accommodation for between 500 and 700 staff. The Committee notes these efforts and urges MINUSTAH to conclude construction of temporary accommodations as	The Mission has constructed an accommodation camp for 250 staff and no longer utilizes the moored vessel. An additional facility that would sustain hurricane and earthquake incidents, is expected to accommodate an additional 500 staff members.

soon as practical in order to obviate continued need for a moored vessel. The Committee expects an update on the plans for more permanent construction of accommodation in the context of future budget proposals (para. 18).	

C. Board of Auditors

(A/64/5 (Vol. II))

Request/recommendation	*Action taken to implement request/recommendation*
The Board reiterates its previous recommendation that the requirements of the Procurement Manual with regard to vendor management are complied with at Headquarters and all missions (para. 124).	The Mission operates in line with the requirements of the Procurement Manual with regard to vendor management. An international staff member is fully dedicated to taking care of issues related to vendor management.
The Board recommends that all missions prepare the vendor performance reports and submit them to the Procurement Division on a regular basis (para. 127).	The Mission has been conducting vendor performance reviews on a quarterly basis for the purpose of submitting its compiled reports to Procurement Division regularly.
The Board reiterates its previous recommendation that all missions strengthen their monitoring of fuel consumption patterns (para. 249).	The Mission established a Fuel Fraud Prevention Cell within the Fuel Unit to monitor the day-to-day operations and consumption patterns. Implementation of the FuelLog system to gather electronic data from vehicle distribution points is in progress with over 50 per cent of units already installed. The Mission will install the electronic fuel management system that it expects to receive in 2011/12, which will be the long-term solution for monitoring of fuel consumption.
The Board recommends that all requests for the classifications and reclassification of posts at the various missions be expedited (para. 332).	Following discussions with the Office of Human Resources Management, the new reclassification exercise will tentatively commence in early April 2011, after the second round of presidential elections, scheduled for March 2011.

Annex I

Definitions

A. Terminology related to proposed changes in human resources

The following terminology has been applied with respect to proposed changes in human resources (see sect. I of the present report):

- **Post establishment:** a new post is proposed to be established when additional resources are necessary and when it is not possible to redeploy resources from other offices or otherwise accommodate specific activities from within existing resources
- **Post reassignment:** an approved post that was intended to cover a certain function is proposed to implement other priority mandated activities unrelated to the original function. While a post reassignment may involve a change of location or office, it does not change the category or level of the post
- **Post redeployment:** an approved post is proposed to be redeployed to cover comparable or related functions in another office
- **Post reclassification:** an approved post is proposed to be reclassified (upgraded or downgraded) when the duties and responsibilities of the post have changed substantially
- **Post abolishment:** an approved post is proposed to be abolished if it is no longer needed to implement the activities for which it was approved or to implement other priority mandated activities within the mission
- **Post conversion:** three possible options for post conversion are as follows:
  - Conversion of general temporary assistance positions to posts: approved positions financed under general temporary assistance are proposed for conversion to posts if the functions being performed are of a continuing nature
  - Conversion of individual contractors or individuals on procurement contracts to national staff posts: taking into account the continuing nature of certain functions, in line with section VIII, paragraph 11, of General Assembly resolution 59/296, individual contractors or individuals on procurement contracts are proposed for conversion to national staff posts
  - Conversion of international staff posts to national staff posts: approved international staff posts are proposed for conversion to national staff posts

B. Terminology related to variance analysis

Section III of the present report indicates the single largest contributing factor of each resource variance according to specific standard options encompassed in the four standard categories listed below:

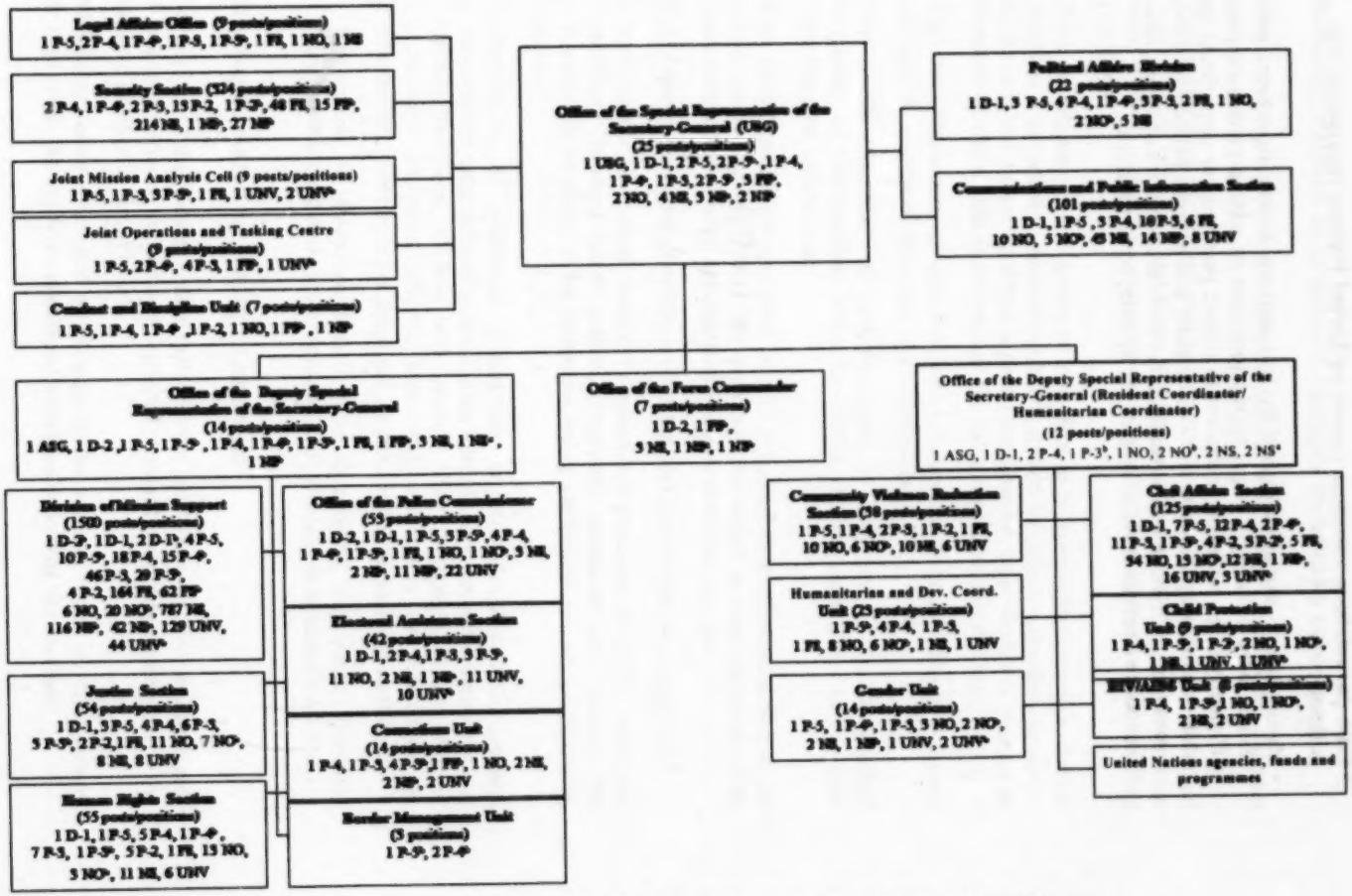
- **Mandate:** variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate

- **External:** variances caused by parties or situations external to the United Nations
- **Cost parameters:** variances caused by United Nations regulations, rules and policies
- **Management:** variances caused by management actions to achieve planned results more effectively (e.g., by reprioritizing or adding certain outputs) or efficiently (e.g., by taking measures to reduce personnel or operational inputs while maintaining the same level of outputs) and/or from performance-related issues (e.g., by having underestimated the costs or quantities of inputs required to produce a certain level of outputs, or by delayed recruitment)

Annex II

Organizational charts

A. United Nations Stabilization Mission in Haiti

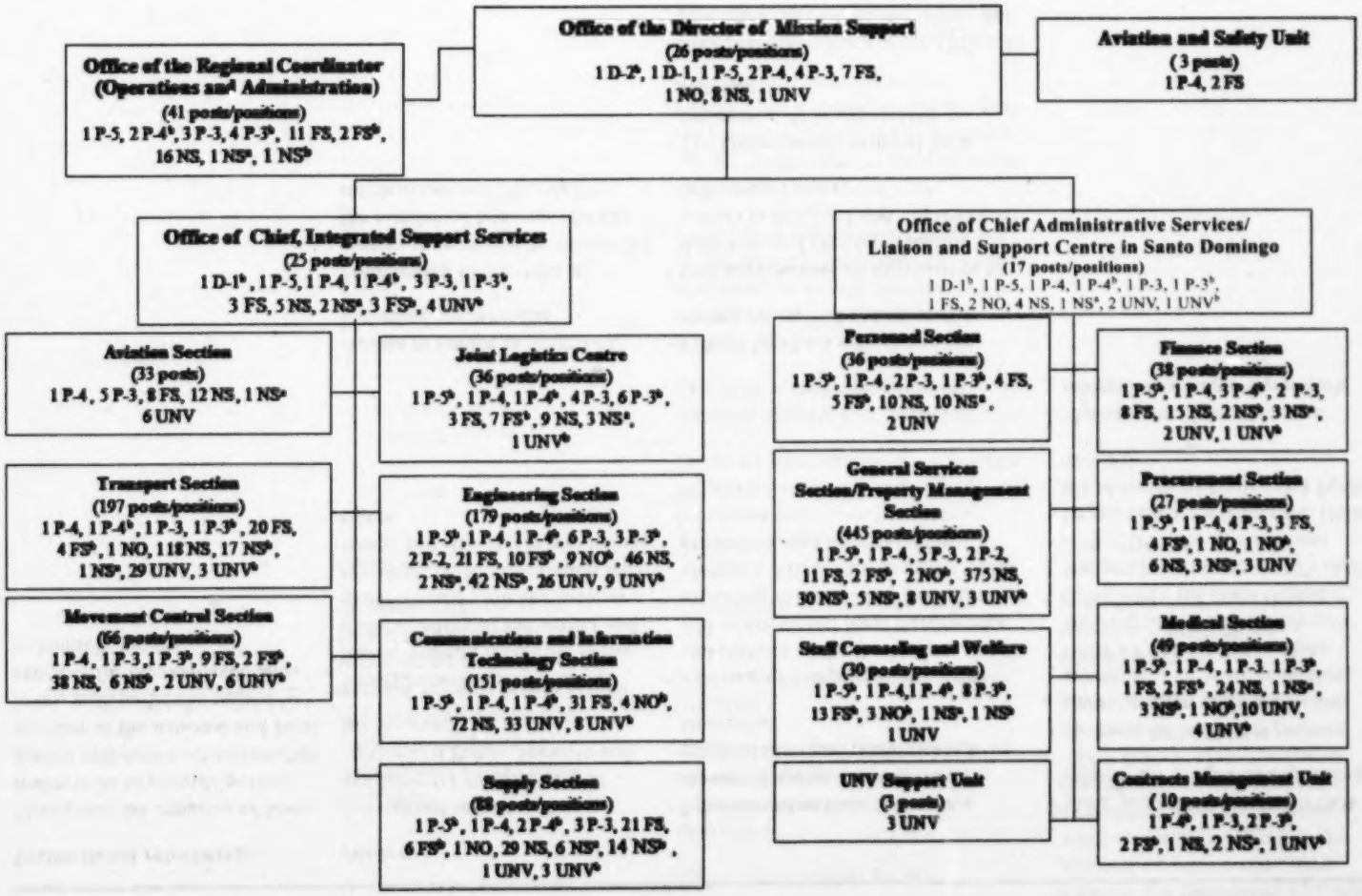

Legal Affairs Office (9 posts/positions)
1 P-5, 2 P-4, 1 P-4, 1 P-5, 1 P-5, 1 FS, 1 NO, 1 NS
Security Section (324 posts/positions)
2 P-4, 1 P-4, 2 P-3, 15 P-2, 1 P-3, 48 FS, 15 FP, 214 NS, 1 NP, 27 NP
Joint Mission Analysis Cell (9 posts/positions)
1 P-5, 1 P-5, 5 P-5, 1 FS, 1 UNV, 2 UNV
Joint Operations and Tasking Centre (9 posts/positions)
1 P-5, 2 P-4, 4 P-5, 1 FP, 1 UNV
Conduct and Discipline Unit (7 posts/positions)
1 P-5, 1 P-4, 1 P-4, 1 P-2, 1 NO, 1 FP, 1 NP
Office of the Special Representative of the Secretary-General (USG)
(25 posts/positions)
1 USG, 1 D-1, 2 P-5, 2 P-5, 1 P-4, 1 P-4, 1 P-5, 2 P-5, 5 FP, 2 NO, 4 NS, 5 NP, 2 NP
Political Affairs Division
(22 posts/positions)
1 D-1, 5 P-5, 4 P-4, 1 P-4, 5 P-5, 2 FS, 1 NO, 2 NO, 5 NS
Communications and Public Information Section
(101 posts/positions)
1 D-1, 1 P-5, 3 P-4, 10 P-5, 6 FS, 10 NO, 5 NO, 45 NS, 14 NP, 8 UNV
Office of the Deputy Special Representative of the Secretary-General
(14 posts/positions)
1 ASG, 1 D-2, 1 P-5, 1 P-5, 1 P-4, 1 P-4, 1 P-5, 1 FS, 1 FP, 5 NS, 1 NS, 1 NP
Office of the Force Commander
(7 posts/positions)
1 D-2, 1 FP, 5 NS, 1 NP, 1 NP
Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/ Humanitarian Coordinator)
(12 posts/positions)
1 ASG, 1 D-1, 2 P-4, 1 P-3, 1 NO, 2 NO, 2 NS, 2 NS
Division of Mission Support
(1500 posts/positions)
1 D-2, 1 D-1, 2 D-1, 4 P-5, 10 P-5, 18 P-4, 15 P-4, 46 P-3, 29 P-2, 4 P-2, 164 FS, 62 FP, 6 NO, 20 NO, 787 NS, 116 NP, 42 NP, 129 UNV, 44 UNV
Office of the Police Commissioner
(55 posts/positions)
1 D-2, 1 D-1, 1 P-5, 3 P-5, 4 P-4, 1 P-4, 1 P-5, 1 FS, 1 NO, 1 NO, 5 NS, 2 NP, 11 NP, 22 UNV
Electoral Assistance Section
(42 posts/positions)
1 D-1, 2 P-4, 1 P-3, 5 P-5, 11 NO, 2 NS, 1 NP, 11 UNV, 10 UNV
Connection Unit
(14 posts/positions)
1 P-4, 1 P-5, 4 P-5, 1 FP, 1 NO, 2 NS, 2 NP, 2 UNV
Border Management Unit
(5 positions)
1 P-5, 2 P-4
Justice Section
(54 posts/positions)
1 D-1, 3 P-5, 4 P-4, 6 P-5, 5 P-5, 2 P-2, 1 FS, 11 NO, 7 NO, 8 NS, 8 UNV
Human Rights Section
(55 posts/positions)
1 D-1, 1 P-5, 5 P-4, 1 P-4, 7 P-5, 1 P-5, 5 P-2, 1 FS, 13 NO, 5 NO, 11 NS, 6 UNV
Community Violence Reduction Section (58 posts/positions)
1 P-5, 1 P-4, 2 P-5, 1 P-2, 1 FS, 10 NO, 6 NO, 10 NS, 6 UNV
Humanitarian and Dev. Coord. Unit (25 posts/positions)
1 P-5, 4 P-4, 1 P-5, 1 FS, 8 NO, 6 NO, 1 NS, 1 UNV
Gender Unit
(14 posts/positions)
1 P-5, 1 P-4, 1 P-5, 5 NO, 2 NO, 2 NS, 1 NP, 1 UNV, 2 UNV
Child Affairs Section
(125 posts/positions)
1 D-1, 7 P-5, 12 P-4, 2 P-4, 11 P-5, 1 P-5, 4 P-2, 5 P-2, 5 FS, 54 NO, 15 NO, 12 NS, 1 NP, 16 UNV, 5 UNV
Child Protection Unit (9 posts/positions)
1 P-4, 1 P-5, 1 P-2, 2 NO, 1 NO, 1 NS, 1 UNV, 1 UNV
HIV/AIDS Unit (8 posts/positions)
1 P-4, 1 P-5, 1 NO, 1 NO, 2 NS, 2 UNV
United Nations agencies, funds and programmes

Abbreviations: FS = Field Service; NO = National officer; NS = national General Service; UNV = United Nations Volunteers.

[a] Field Service post converted to national General Service post.

[b] Temporary position.

B. Mission Support Division


Office of the Director of Mission Support
(26 posts/positions)
1 D-2[a], 1 D-1, 1 P-5, 2 P-4, 4 P-3, 7 FS,
1 NO, 8 NS, 1 UNV
Aviation and Safety Unit
(3 posts)
1 P-4, 2 FS
Office of the Regional Coordinator (Operations and Administration)
(41 posts/positions)
1 P-5, 2 P-4[b], 3 P-3, 4 P-3[b], 11 FS, 2 FS[b],
16 NS, 1 NS[a], 1 NS[b]
Office of Chief, Integrated Support Services
(25 posts/positions)
1 D-1[b], 1 P-5, 1 P-4, 1 P-4[b], 3 P-3, 1 P-3[b],
3 FS, 5 NS, 2 NS[a], 3 FS[b], 4 UNV[b]
Office of Chief Administrative Services/ Liaison and Support Centre in Santo Domingo
(17 posts/positions)
1 D-1[b], 1 P-5, 1 P-4, 1 P-4[b], 1 P-3, 1 P-3[b],
1 FS, 2 NO, 4 NS, 1 NS[a], 2 UNV, 1 UNV[b]
Aviation Section
(33 posts)
1 P-4, 5 P-3, 8 FS, 12 NS, 1 NS[a]
6 UNV
Transport Section
(197 posts/positions)
1 P-4, 1 P-4[b], 1 P-3, 1 P-3[b], 20 FS,
4 FS[b], 1 NO, 118 NS, 17 NS[b],
1 NS[a], 29 UNV, 3 UNV[b]
Movement Control Section
(66 posts/positions)
1 P-4, 1 P-3, 1 P-3[b], 9 FS, 2 FS[b],
38 NS, 6 NS[b], 2 UNV, 6 UNV[b]
Joint Logistics Centre
(36 posts/positions)
1 P-5[b], 1 P-4, 1 P-4[b], 4 P-3, 6 P-3[b],
3 FS, 7 FS[b], 9 NS, 3 NS[a],
1 UNV[b]
Engineering Section
(179 posts/positions)
1 P-5[b], 1 P-4, 1 P-4[b], 6 P-3, 3 P-3[b],
2 P-2, 21 FS, 10 FS[b], 9 NO[b], 46 NS,
2 NS[a], 42 NS[b], 26 UNV, 9 UNV[b]
Communications and Information Technology Section
(151 posts/positions)
1 P-5[b], 1 P-4, 1 P-4[b], 31 FS, 4 NO[b],
72 NS, 33 UNV, 8 UNV[b]
Supply Section
(88 posts/positions)
1 P-5[b], 1 P-4, 2 P-4[b], 3 P-3, 21 FS,
6 FS[b], 1 NO, 29 NS, 6 NS[b], 14 NS[b],
1 UNV, 3 UNV[b]
Personnel Section
(36 posts/positions)
1 P-5[b], 1 P-4, 2 P-3, 1 P-3[b], 4 FS,
5 FS[b], 10 NS, 10 NS[b],
2 UNV
General Services Section/Property Management Section
(445 posts/positions)
1 P-5[b], 1 P-4, 5 P-3, 2 P-2,
11 FS, 2 FS[b], 2 NO[b], 375 NS,
30 NS[b], 5 NS[b], 8 UNV, 3 UNV[b]
Staff Counseling and Welfare
(30 posts/positions)
1 P-5[b], 1 P-4, 1 P-4[b], 8 P-3[b],
13 FS[b], 3 NO[b], 1 NS[b], 1 NS[b]
1 UNV
UNV Support Unit
(3 posts)
3 UNV
Finance Section
(38 posts/positions)
1 P-5[b], 1 P-4, 3 P-4[b], 2 P-3,
8 FS, 15 NS, 2 NS[b], 3 NS[b],
2 UNV, 1 UNV[b]
Procurement Section
(27 posts/positions)
1 P-5[b], 1 P-4, 4 P-3, 3 FS,
4 FS[b], 1 NO, 1 NO[b],
6 NS, 3 NS[b], 3 UNV
Medical Section
(49 posts/positions)
1 P-5[b], 1 P-4, 1 P-3, 1 P-3[b],
1 FS, 2 FS[b], 24 NS, 1 NS[a],
3 NS[b], 1 NO[b], 10 UNV,
4 UNV[b]
Contracts Management Unit
(10 posts/positions)
1 P-4[b], 1 P-3, 2 P-3[b],
2 FS[b], 1 NS, 2 NS[b], 1 UNV[b]

Annex III

Information on funding provisions and activities of United Nations agencies, funds and programmes

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
Institutional rebuilding	*Justice*		
Strengthen the capacity of State institutions to provide police, justice and public administration services at the national and local level, with particular regard to services for the displaced and vulnerable groups	Provisional infrastructure is available for the Ministry of Justice and Public Security and for the courts	• Provision of at least 600 square metres of space: construction, rehabilitation and prefabricated structures	• Lead: joint UNDP/MINUSTAH rule-of-law programme (justice) • Partners: MINUSTAH (human rights, gender, child protection, community violence reduction), UNICEF, the United Nations Development Fund for Women (UNIFEM), the Joint United Nations Programme on HIV/AIDS (UNAIDS), the International Organization for Migration (IOM), the Ministry of Justice and Public Security • Mechanism: United Nations integrated strategic framework
	Strengthened capacity of the justice system, including better understanding of the sexual and gender-based violence judicial response, child exploitation legal issues and HIV/AIDS and human rights	• Training of 200 judges, prosecutors and justices of the peace on national and international legal frameworks, including in sexual and gender-based violence, AIDS, human rights, child protection, and discrimination	
	Access to justice is improved, including for juveniles	• Fifteen legal aid offices and ten roving courts and operational	
	Functioning of the judicial system is improved by increasing the number of hearings and the rationalization of the registry	• One pilot project on alternatives to detention and pretrial detention for minors is designed and implemented in Port-au-Prince	
		• The Observatoire national de la violence et de la criminalité is functional	
		• Five regional offices of the Office du protecteur du citoyen are functional	

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
		• Data on violence, disaggregated by gender is available to the judiciary	
		• Courts record information on pending cases including: (a) the date the case was transferred to the court; (b) the charge; and (c) the date of the next hearing or other action	
		• Courts have the materials necessary to: (a) record proceedings; (b) store and maintain written records; and (c) keep track of pending cases and hearing dates	
		• The judicial inspectorate of the Ministry of Justice is functional	
		• Drafts of legal reforms are submitted to Parliament (penal code, penal procedure code, juvenile Justice)	
	Corrections		
	Increased capacity of the Directorate of Prison Administration to operate an efficient national prison system and improved penitentiary infrastructure based on international human rights standards	• Cell space is increased by 10 per cent	• Lead: joint UNDP/MINUSTAH rule-of-law programme (corrections)
		• Registrars' manual is revised and validated	• Partners: MINUSTAH (Justice, United Nations police, human rights, gender, child protection, community violence reduction, civil affairs, the Joint Mission Analysis Centre), UNICEF, the Ministry of Justice and Public Security, the Directorate of Prison Administration
		• Standard operating practices related to security are developed, and a crisis management policy is developed	
		• The training manual for the Directorate of Prison Administration recruits' training programme is updated/validated and 10 Directorate of Prison Administration facilitators are selected and trained	• Mechanism: United Nations integrated strategic framework

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
		• Training of registrars is completed and the manual for registrars is fully implemented	
		• Three hundred new Directorate of Prison Administration recruits are trained (initial training) and deployed	
		• Policies relating to inmate medical and psychological needs are developed by the Directorate of Prison Administration, giving due regard, for the special needs of women and children	
	Police		
	Increased capacity of the national police to deliver its mandate, and establishment of a functional database on criminal activity	• The command centre of the national police is operational	• Lead: United Nations police
		• Increase in the number of female police officers per 1,000 residents	• MINUSTAH (civil affairs, justice, human rights, gender, child protection, the Joint Mission Analysis Centre) UNDP, UNICEF, UNIFEM, IOM, UNAIDS, the World Food Programme (WFP), the national police, the Ministry of Justice and Public Security
		• Deployment of the judicial police in ten departments compared to four in 2009	• Mechanism: United Nations integrated strategic framework
	Increased awareness of domestic violence, sexual and gender-based violence, HIV/AIDS and child protection issues, including trafficking of children, by the national police, the Brigade for the Protection of Minors, immigration officers and community-based organizations	• Standard operating procedures and policies for the prevention and response to sexual and gender-based violence are in place	
		• Construction of and equipment for a space for the reception and investigation of cases of sexual and gender-based violence in at least 10 police stations in the West Department	

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
		• Development of the Brigade for the Protection of Minors of the national police (offices, communication and database system) in all 10 departments	
	Public administration		
	Increased role and capacity of the delegations, vice-delegations and municipalities in participatory planning, budgeting and monitoring in order to provide basic services, reduce vulnerabilities and protect the population, including the local management of the return and resettlement process for internally displaced persons	• Development of a Government plan to redefine the roles of central and local administrations and the relationship between them • Adoption of nine local development plans • Training of 25 officials in local administration in nine municipalities • Municipalities in the north-east implement projects to improve basic service provision and employment • Earthquake-affected municipal administrations and delegations are reinstalled in new or temporary buildings • Selected municipalities implement projects to improve the provision of basic services, climate change adaptation and employment • An increasing share of municipal budgets is allocated to the provision of basic services and there is a progressive increase in locally generated resources • Increase in tax revenue collected by local administrations following the implementation of the local tax reform	• Lead: MINUSTAH (civil affairs)/UNDP-United Nations Capital Development Fund (UNCDF) • Partners: MINUSTAH (Legal Adviser, justice, human rights, gender, child protection) UNIFEM, OCHA, the United Nations Population Fund (UNFPA), IOM, WFP, the Ministry of the Interior and Territorial Communities, the Ministry of Planning and External Cooperation, the Ministry of Women's Affairs, the Office of the Ombudsman, mayors • Mechanism: United Nations integrated strategic framework

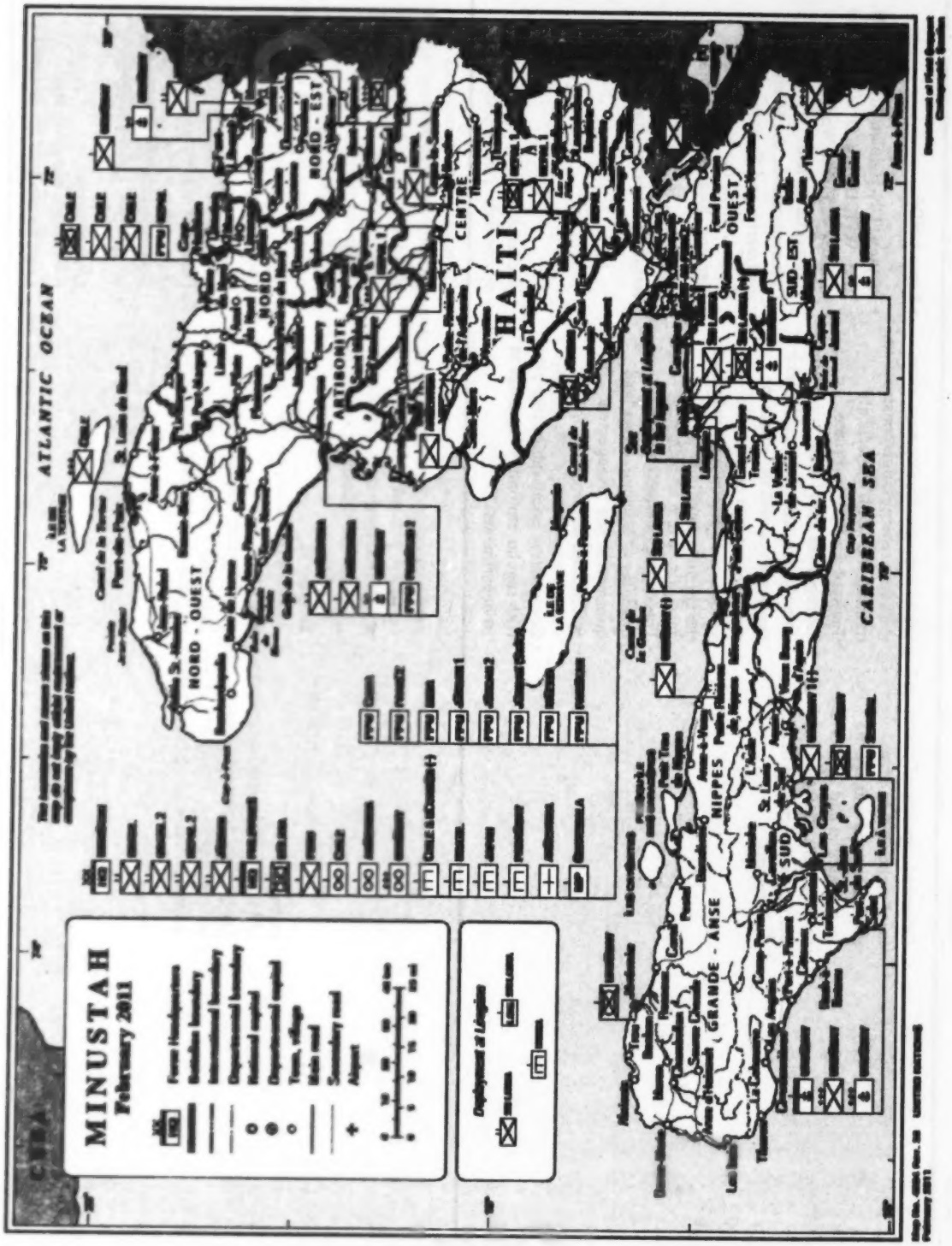
Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
		• Adoption by Parliament of a gender-sensitive law on local government civil service	
Territorial rebuilding			
Strengthen the capacity of local and national governments to mitigate and respond to disasters; plan and manage return and resettlement of the affected population, including debris management; and to develop territorial plans based on population analysis	Improved Government access to demographic data and analysis leads to a positive impact on poverty reduction and implementation of the Action Plan for National Recovery and Development	• Cartography of devastated zones is updated • Fifth population and housing census (2013) preparatory activities • Poverty surveys at the local level completed • Population and housing counts across the country is completed • A report on the impact of the 2010 earthquake on achievement of the Millennium Development Goals is completed	• Lead: UNFPA • Partners: UNDP, IOM, UN-Habitat, UNOSAT; the Ministry of Planning, the Ministry of Economy and Finance • Mechanism: United Nations integrated strategic framework
	Strengthened capacity of local institutions for disaster risk management through reinforcing policies and tools and ensuring their inclusion across sectors and into local development plans, including through early warning systems	• Updated contingency plan for natural disaster is in place based on accurate data and including pre-positioning, coordination mechanisms, early warning and communication • Reinforcement of watershed management and relocation of most at-risk population is completed • Agreements are signed to establish a Comprehensive Nuclear-Test-Ban Treaty Organization national data centre at the Bureau of Mines and Energy and a tide gauge towards an early warning system for coastal alert	• Lead: UNDP • Partners: OCHA, MINUSTAH, IOM, WFP, the Pan American Health Organization (PAHO), UNICEF, the United Nations Educational, Scientific and Cultural Organization (UNESCO), the Ministry of Interior and Territorial Communities, the Ministry of Planning, the Maritime and Navigation Service in Haiti, the Bureau of Mines and Energy of Haiti • Mechanism: United Nations integrated strategic framework

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
		• A national natural disaster risk reduction strategy, based on a cartography and analysis of disaster risks and population dynamics, and inclusive of environmental dimensions, is completed and launched • The disaster risk management legal framework is updated	
	Definition of a debris removal strategy, including identification and clearance of central collection/recycling sites for the main regions of debris concentration, community involvement/employment, definition of the recycling process, assessment of the environmental impact, identification of funding resources and definition of a legal framework for ownership	• Debris removal and recycling strategy is finalized. At least 2,000,000 cubic metres of rubble is removed under a United Nations-coordinated strategy	• Lead: UNDP • Partners: MINUSTAH, IOM, UNOPS, the United Nations Human Settlements Programme (UN-Habitat) (UN-Habitat), WFP, the United Nations Environment Programme (UNEP), OCHA, the President's Commission on Relocation, the Ministry of Planning, the Ministry of Public Works, Transportation and Communications, the Ministry of the Interior and Territorial Communities, local governments • Mechanism: United Nations integrated strategic framework
	Environmentally safe debris removal on defined priority sites is initiated with community involvement and employment	• Development and implementation of a debris management plan in six neighbourhoods of Port-au-Prince and one of Léogâne • 230,000 cubic metres of debris removed and collected in Port-au-Prince and 300,000 in Léogâne	• Lead: UNDP • Partners: IOM, the United Nations Office for Project Services (UNOPS), UN-Habitat, WFP, the International Labour Organization (ILO), the President's Commission on Relocation, the Ministry of Planning, the Ministry of Public Works, Transportation and

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
			Communications, the Ministry of the Interior and Territorial Communities • Mechanism: United Nations integrated strategic framework
	Enhanced capacity of central and local authorities to define, programme, implement and monitor a return and resettlement strategy	• At least 10 temporary premises and basic office equipment are available to delegations and municipal authorities where damaged/destroyed by the earthquake • Consortiums of partners supporting the implementation of voluntary safe returns to housing and neighbourhoods are established in 10 neighbourhoods of Port-au-Prince, and integrated programmes for safe return are implemented • 87,337 temporary shelters are constructed under United Nations coordination • Transitional instruments for the financing of housing, and urban land information and management systems are developed	• Lead: UN-Habitat • Partners: MINUSTAH, IOM, UNDP, WFP, OCHA, UNICEF, WHO, ILO, UNIFEM, UNFPA, UNOPS, the President's Office, the Ministry of Public Works, Transportation and Communications, the Ministry of the Interior and Territorial Communities, the Ministry of Planning, local governments • Mechanism: United Nations integrated strategic framework

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
	Enhanced capacity of central and local authorities to plan, implement and manage the reconstruction and territorial development strategies and to deliver basic services in all departments	• Urban strategic development plans, including rehabilitation/construction, training and small projects are finalized for Port-au-Prince metropolitan urban area, other cities directly affected by the earthquake and some selected development areas, taking into account the historic and sociocultural values of the communities • Transitional instruments for financing of housing, urban land information and management systems are developed • Consultative round tables take place with regular bimonthly meetings in 10 departments	• Lead: UNDP • Partners: UN-Habitat, MINUSTAH, IOM, WFP, UNESCO, UNOPS, the Ministry of Public Works, Transportation and Communications, the Ministry of the Interior and Territorial Communities, the Ministry of Planning, local governments • Mechanism: United Nations integrated strategic framework

Map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